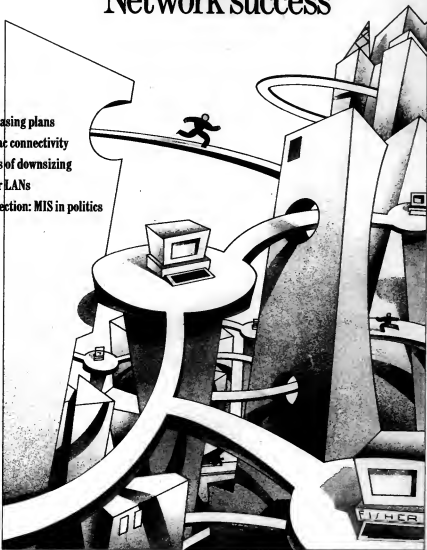


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# in focus

**BUYING TIME** 1989 is only months away. With budgets approved, MIS managers everywhere are planning either to buy, upgrade, lease or all of the above. Whatever their mandate for the next year, these professionals are hungry for information to make informed decisions. Where do they go? To the glitz of Las Vegas and Comdex? To the niche shows? To the vendors? Get the latest from MIS managers on their purchasing plans and where they prefer to do business. By Helen Pike. *Page 14.*

**MICRO MELTING POT** The PC LAN market is maturing, driven by the changing face of corporate computing. Companies are striving to seamlessly connect the enterprise, regardless of the desktop platform. PC-only and Mac-only networks are becoming things of the past, as PC LAN vendors concentrate their efforts on uniting the two camps. Find out who's winning in this growing market. By Nina Burns. *Page 19.*

## The dynamics of downsizing

By Stan Kolodziej. Is there anyone out there crazy enough to trash his venerable mainframe in favor of networked PCs? You bet. For some in MIS, the economic lure of the low processing and maintenance costs associated with personal computers makes this setup irresistible. Read about those certain MIS managers that didn't resist (and lived to tell about it). *Page 23.*

## Backdoor LANs

By Marc Cecere. LANs are proliferating, and MIS may be losing control. That's the ominous observation our author makes. But he also admits that things don't have to be that bleak. There are steps you can take to avoid this scenario by learning how to manage unsanctioned networks. *Page 31.*

## Science projects

By Stan Kolodziej. A number of the industry's best and brightest network technologies have come out of our colleges and universities. By shifting product development to this environment, vendors have the chance to experiment with fewer repercussions from the commercial sector. This article explores the mutually beneficial relationship between the world of academia and business. *Page 35.*



## MIS' political voice

This month, the Democrats and Republicans will duke it out over who will be president. Many of us will vote, and that's about as close as we'll come to being politically active. But for others, it doesn't end there. Energized by the issues, some people get personally involved. Our Special Section looks at such people in the MIS community and how they are lobbying to get MIS' voice heard. *Page 23.*



## From the Editor

Including a reader survey on integration. *Page 5.*

## Manager's Corner

Jim Young on infiltrators making their way into the MIS department. *Page 6.*

## News & Analysis

The surge in laptop machines; Candy maker Heath's suit against AT&T; RPG-II on the PS/2; the bus wars; Steven Jobs' Next machine. *Page 8.*

## Products

Tech Talk examines the EISA effort; DEC strengthens its IBM ties; IBM announces Netview release; Telebit, Data Race offer modems. *Page 37.*

## Blue Beat

Brian Jeffery on the truth about IBM peer-to-peer networking. *Page 37.*

## Calendar

Industry events. *Page 38.*

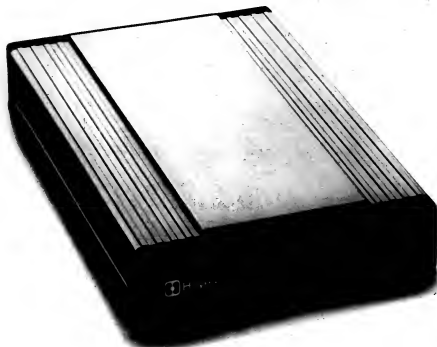
## The Insider

Michael Millikin on the window of opportunity in PC connectivity. *Page 40.*

## Log Off

The Boston Computer Exchange's recent prices for used microcomputers. *Page 40.*

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# Integrating your corporate resources

In your hands is the PC connectivity issue of *Computerworld Focus*. Not only is it special in its wealth of information on a topic of utmost concern to MIS professionals and their organizations, but it is also special in that it is a harbinger of things to come at our magazine. For with our November issue, we say goodbye to a *Focus* we hope has served you well and hello to a *Focus* that we know will serve you even better.

Personal computer connectivity is just one facet of a crucial change that we at the magazine see happening in our industry. Resources are being connected in organizations like never before. Not just PCs to PCs, but also PCs to minis to mainframes to LANs to global networks. The watchword for the age is integration — the ability to meld all these business assets into a cohesive whole.

The person who can achieve this feat will be a superstar in the eyes of top management. To help you reach this stardom, *Computerworld Focus* is changing. Reflecting your and the industry's evolving interests, our new name will be *Computerworld Focus on Integration*. Our goal is to provide you, the technology decision maker, with a reference tool and planning guide for corporate information systems management. And we'll be doing so in a glossy magazine-size format with in-depth and strategic stories. Look for our first issue on Feb. 6.

We're excited about the changes and hope you will be, too. So that we can tailor *Computerworld Focus on Integration* to your needs, please take a few minutes to answer the questions in the following survey and return it to me, Ann Dooley, at the address below. I welcome your feedback.

## SURVEY

## 1. How do you define integration?

---

## 2. What are your greatest roadblocks to integration?

---

## • What are the technical problems?

---

## • Organizational problems?

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## • Other?

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## 3. Who is in charge of integrating technology in your organization?

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## 4. What kind of information would you like to read about?

---

## 5. Your title

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## 6. Number of people in your organization

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Please return this survey to Ann Dooley, Editor, *Computerworld Focus on Integration*, 375 Coburn Road, Framingham, Mass. 01701.

## VIEWPOINT

MANAGER'S  
CORNER

# In the hands of laymen

Jim Young



**T**urnabout is fair play — that is, unless you are the one turned upon.

For a long time, MIS recommended a strategy of spreading technology called the Trojan horse method. In this strategy, users are sensitized to the wonders of computer systems by permanently putting a true believer from the MIS department into the group to work among them.

But because of our typical, self-satisfied attitude, we in MIS may have failed to notice that the tables are being turned on us; we are becoming the target of infiltration from other areas of business.

There are not many MIS jobs in which business professionals without technical backgrounds can fit in. However, with the sim-

plification of some MIS disciplines, these opportunities are growing. As users become acquainted with certain aspects of technology, their ability to enter the MIS department becomes ever more possible. In many organizations today, there is emerging evidence of user movement into information centers, data administration, office automation and even the hallowed halls of systems and programming, thanks to the miracle of simplifying computer-aided software engineering technologies.

## It hits home

Nowhere is this trend more significant than within MIS management positions.

A recent inventory of top industry chief information officers revealed a surprising number with little or no background in MIS. Even low-level management positions are occasionally

filled by someone who did not come up through the ranks.

While not commonplace, this situation seems to be becoming more prevalent. As companies place more emphasis on pure management skills within MIS, the transfer of known talent from unrelated areas becomes a more likely option. The aspiring MIS professional may want to examine the implications of this practice.

The user coming into the MIS department is by no means a recent phenomenon. Business analysts typically came from other departments in the days when data processing technicians were not known to respond to user needs with a great deal of understanding.

Even years ago, MIS departments were turned over to managers who lacked MIS expertise. However, this decision was usually an act of top management desperation. Moreover, these instances were usually caretaker jobs, and no one expected the manager to actually do anything with the department.

It is important to remember that when this user invasion occurred, our profession viewed it as a waning practice that the growing and more fully rounded class of MIS would eliminate forever.

We were wrong. The continued user colonization could be taken as a great insult by MIS. When someone who has mastered his craft within MIS is overlooked for an important MIS position, the initial reaction is to behave petulantly, rail against the "amateurs" and feel betrayed.

But none of these are appropriate responses, because they accomplish nothing constructive. A far better practice in such cases is to do a little soul-searching. What will we find?

- Shame on us. When company executives feel that they have to look elsewhere for management and other talent for the MIS department, it is time to blame ourselves. Management skills, while perhaps not obvious, are within the grasp of today's MIS professionals. The success of many chief information officers attests to this fact. And it is not as if we have been given insufficient time in which to develop such skills.

- In instances in which all the right skills are in place within the MIS area and talent is still imported, we should nonetheless accept the blame, this time for being poor communicators. It is up to us to convince top management of how we can improve our organizations. We cannot stop at merely being capable of delivering on these commitments.

- A whole new bellgame. We owe it to ourselves to see the equity of users entering the MIS department just as our profes-

sionals enter their departments. It is quite likely that the days of vertical progression through an organization are ending, replaced by careers designed to broaden organizational understanding. If this becomes true, it is inevitable that non-MIS types will become more prevalent in our ranks.

- Our response should be to participate more aggressively in these organizational "exchange programs." We should cultivate increased quantities, greater varieties and more significant opportunities outside the MIS area.

- Swords into plowshares. Even the hardened cynic will have to admit that many of the CIOs new to MIS have met with remarkable success — more, in some cases, than could be expected from an insider. Even where success is not overwhelming, those new to MIS usually add value, whether by creatively introducing new ideas or questioning our entrenched dogmas.

The ambitious MIS professional will seize the opportunity to learn from this radically (often refreshingly) different leadership.

- When the new approaches result in department success, emulation of the former user becomes a highly advisable strategy. Because outsiders are often handicapped by management based on their track record elsewhere, it makes even more sense to copy many of their role model traits.

- So our motives are selfish after all. If an outsider can carry the MIS message more effectively than veterans have been doing, then it would be stupid for us not to welcome his efforts. The simple fact that a previously unbiased user manager supports an MIS position can promote ob-

jectivity and, hence, the wisdom of certain proposals. Therefore, when faced with persuasive but undisciplined users, our mission should be to instill in them our belief in the benefits and responsibilities of information technologies. If our ideas are then spread to more elevated levels, the likelihood increases that they will be adopted on a corporate basis.

Nor should we overlook the tendency of influential leaders to serve as sources of information for the MIS department. With strengthened ties to user departments, knowledge of corporate strategies, new programs, even executive whims, MIS increases its value to the company. One of the strengths often found in non-MIS CIOs and so hard to come by for career MIS professionals is entree to top management circles. We should take maximum advantage of this benefit.

All in all, increasing cases of users entering MIS, even at the highest levels, is not a bad thing. After all, our profession has worked very hard to build bridges with the user community and to make our disciplines more accessible. What better way to prove our success and continue to remove barriers than to encourage people to move between departments?

As this trend continues, the us vs. them mentality may become a thing of the past.

These MIS neophytes will be especially valuable when we go beyond just tolerating them and accept them into the profession. Their newness is no reason they cannot join in promoting our professional beliefs and standards. We must help them become MIS professionals, not remain outsiders making a whistle-stop in MIS.

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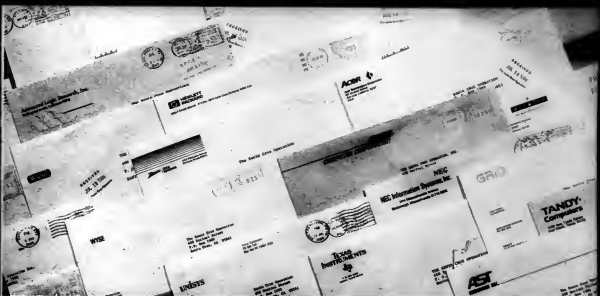
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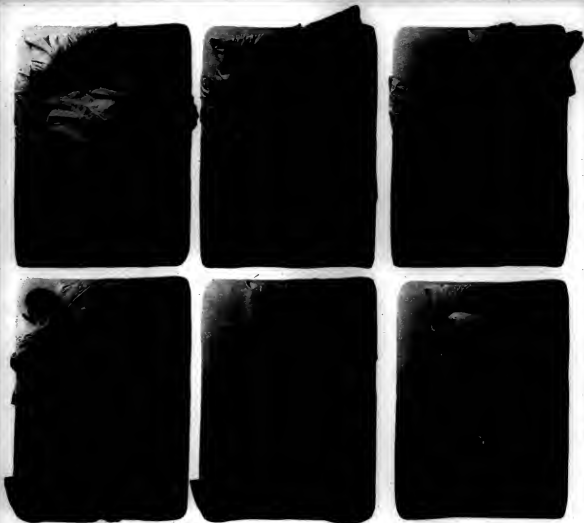
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# news & analysis

## UPDATE

### UB stakes networking claim

Ungermann-Bass is fighting back. Tired of seeing others taking the credit (and until now the money) for enterprise-wide networking, president and founder Ralph Ungermann hit the trade press trail recently to both reemphasize the company's arms-length policy with owner Tandem Computer and to reclaim what Ungermann says is rightfully his company's in enterprise-wide networking.

The big UB weapon is Access/One, a network management system that works as a nerve center for channeling data across a slew of different hardware platforms. Ungermann-Bass has tried to cover most of the bases with Access/One, tying it into the fast-moving Transmission Control Protocol/Internet Protocol. IBM's Netview network management system and Apple Computer's Macintosh workstations.

Ungermann claims his company was the first in enterprise-wide networking. In 1985, the company ran full speed into a declining economy and a corporate America suddenly in no mood to build large networks, an area that was UB's bread and butter.

Now, Ungermann says, the market is ready, and communications standards, integrated software and a user mind-set given to integration in general are the keys.

You can go with Digital Equipment or IBM and you can be safe, Ungermann pitches, or you can go with UB and be truly open.

Ungermann also managed to drop a nice oxymoron, classifying UB's relationship with Tandem as "cooperative independence." Who says there are no political speech writers in this industry?

### IBM adds to network stable with standards-based wares

Ungermann's recent press trip might have been designed to take some of the thunder from IBM's network product rollout in September. Part of the product line, in fact, looked like a gesture toward universal networking brotherhood: The OSI/Communications Subsys-

tem, OSI/File Services, TCP/IP for MVS and Netview support for the Open Systems Interconnect model were a significant nod toward communications standards outside IBM's mainstay Systems Network Architecture networking environment. IBM is now a standards animal.

In its drive to control the crucial network management systems market, IBM also introduced enhancements to its Netview/PC management system, such as support for IBM's OS/2 Extended Edition. The debut was also said to be an attempt to strengthen Netview/PC against criticism that the product reportedly does not do enough at the PC level.

### Apollo stays busy launching consortia, products

From the follow-the-bouncing-ball department:

Apollo Computer, the Chelmsford, Mass., engineering workstation vendor that seems to launch almost as many consortia as products, is at it again. The company's newly formed Portable Software Products Group has been created, in Apollo's words, "to promote distributed processing products and development tools" to users of systems from all computer suppliers.

Coincidentally, to help them do that, Apollo offers its Network Computing System, a set of software tools that helps customers "distribute software programs across many different computers."

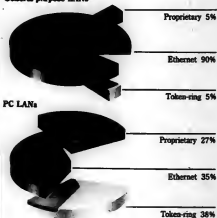
Apollo has been thumping its chest about IBM's incorporating the Network Computing System technology into Big Blue's AIX Unix-based operating system. Now both Apollo and IBM belong to the Open Software Foundation (OSF), a consortium dedicated to developing an alternative Unix development environment to AT&T's Unix System V. It turns out that the OSF will develop a Unix environment using IBM's AIX as the core technology. It just happens that many of the OSF members also belong to Apollo's Network Computing Forum, a 100-member consortium entered with a mandate to "foster

Continued on page 11

### LAN of opportunity

Token-ring vs. Ethernet installed networks

#### General-purpose LANs\*



\* General-purpose LANs are those that connect large systems (minis, mainframes or engineering workstations).

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GRAPHIC BY BRUCE SANDERS

## Toshiba ban sets laptop scramble in motion

The recent decree barring Toshiba America, Inc. from selling its products to the U.S. government for three years has Toshiba laptop computer competitors scrambling over each other to get at the action.

Grid Systems Corp., fresh from its takeover by Tandy Corp., has been trying to overcome the stigma of being a vendor of high-priced, specialized laptops. It is also courting third-party vendors to bundle vertical software aimed at increasing its government client base.

But the company plans "to be more aggressive in all markets now, not just the government," says Jeffrey Newman, branch manager in Grid's Framingham, Mass., office.

Tom Martin, who is assistant vice-president of the Computer Business Unit at NEC Home Electronics USA, Inc. in Wood Dale, Ill., says that NEC has been trying to increase its U.S. government business for more than a year, well before the ramifications of the Toshiba trouble were clear.

"There's no doubt, however, that Toshiba's problem has created an opportunity," Martin says, indicating that NEC will be targeting Uncle Sam directly with its three recently introduced NEC laptops, which include a model weighing only four pounds and one built around the Intel Corp.

Continued on page 12

Candy maker Heath takes AT&T to court over contract dispute. See page 10.

## Sweet revenge: Heath sues AT&T

Candy maker L. S. Heath & Sons, Inc. in Robinson, Ill., is seeking a \$6 million judgment from AT&T, claiming the communications company did not provide proper equipment and support as stated in a contract signed August 1984.

Among charges filed in Du Page (Ill.) County Court in June, Heath alleges AT&T did not deliver equipment powerful enough to accommodate its users or to execute electronic mail, spreadsheet and word processing packages in addition to standard data processing applications.

Also, "software and guidance in developing software was not provided," says James Hartrich, Heath's MIS manager.

As a result of the 1984 contract, Heath purchased an AT&T 386 mini-computer, a 386 that was later upgraded to a 385, a System 75 PBX, several PC 6300s and related peripherals.

Heath claims it had to replace the AT&T equipment.

For its part, AT&T says it has tried to work with Heath to correct the differences, "but we have not gotten any details," a spokeswoman says.

"We regret that it's taken this avenue," she says about the lawsuit. As of early October, AT&T had not decided to file a countersuit. — HELEN PHIL

## IBM offers RPG on PS/2 amid clone cartel fanfare

It was almost lost in the glare of glitzy headlines.

When IBM announced in mid-September that it was bringing its RPG-II report generation language down to the Personal System/2, it was in the middle of media wars with the clone cartel over the future direction of the IBM Micro Channel.

But for Big Blue's 91,000 System/36 users, the news was too important to miss.

"The big thing about the product is that it is a first step toward the fulfillment of IBM's promise to make RPG an SAA language," says Charles Masoglin, president of a System/34, 36 and 38 consulting firm that bears his name. Even though it probably won't be fully Systems Application Architecture compatible, "this is a clear demonstration of IBM's intent" to put RPG-II on a whole range of machines from the microcomputer to the mainframe, he adds from his office in East Lansing, Mich.

### Nearly a full 36

The products, dubbed the IBM PS/2 RPG-II Application Platform and Application Toolkit, put an only slightly stripped-

down System/36 on the desk. What is needed, besides the desk, is a PS/2 Model 50 or above running OS/2, with an extra 1M byte of memory for the RPG-II modules, the company says.

The tool kit, priced at \$1,500, contains an RPG-II compiler and utilities for creating and manipulating formatted screens.

The Application Platform, at \$3,000, provides the bulk of a System/36 environment. It also provides utilities for moving data files between the microcomputer and minicomputer systems.

For users who can't afford or don't need the size of a System/36, IBM's move is, in many ways, a bonanza. "It makes available the whole mass of RPG software on a cheaper platform," says Carson Soule, president of Computer Applications Specialists, Inc., an IBM software house in Beltsville, Md.

If conventional wisdom is right, that amounts to at least 4,000 commercially

available RPG-II packages.

The ability to put RPG-II on the desktop is not new, however. A program called Baby/36, written by California Software Products, Inc., has done that for users since 1985.

### What's the baby's name?

Moreover, IBM's recent offerings are, in fact, Baby/36 under a different name, according to Mark Tommison, public relations officer for the La Jolla, Calif., firm.

Despite their common origin, the IBM and California Software Products versions do differ, Tommison points out.

Baby/36, which can run under either OS/2 or Microsoft Corp. MS-DOS, has a multitier version available only in a local-area network environment. That means that the nodes in the LAN don't all have to be running the same RPG-II application.

IBM's Platform, on the other hand, which runs only under OS/2, is said to make the PS/2 into a multitier machine. That ability is valuable, Soule claims, because "there's not much good multitier software out there."

For applications needing only RPG-II software programs, the product can also offer a way to build a network that is cheaper than a LAN, according to Tommison. — MARK BRENNAN

IBM has been busy adding to its network and network management lines. The catch? Many of the offerings won't be available until well into 1989. For story, see page 38.

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## Update

Continued from page 9

network computing applications."

Could Apollo wind up as the little tail wagging a very big computer industry dog?

Mark Hatch, manager of the Portable Software Products Group, simply says to look for two major Apollo announcements from his group in the near future.

#### AT&T remains cool on OSF, touts System V solidarity

AT&T, for its part, remains ambivalent toward the Open Software Foundation (OSF), which recently held a press briefing touting the success of its North American and European membership drive. To make sure no one was blinded by the OSF light, AT&T assembled 18 vendors to mark System V solidarity. In addition, AT&T is reportedly still talking reconciliation with OSF.

#### Oracle enters financial applications fray

Oracle taking on the big boys in the financial applications mar-

ket? After first blush, it might make sense.

First, there's the window of opportunity created by the economic woes of McCormack & Dodge and Management Science America, two of the big players in the IBM financial applications market. It's a window Oracle aims to climb through.

Enter Jeffrey Walker, former president of Walker Interactive Systems, a San Francisco-based company that develops IBM mainframe financial applications software. When Walker Interactive took its lumps in the market downturn of 1985, the venture capitalist powers-that-be at the company ousted Walker, who eventually landed at Oracle as that company's chief financial officer. Matching Walker and market opportunity has resulted in Oracle Financials, a set of applications running with Oracle's relational data base systems and software tools, that is very much PC oriented.

Walker agrees that it's a big step for Oracle to go from software tool to software application development, especially when its software is aimed at the non-IBM DB2 world of relational data bases.

But the market has changed direction, Walker says. Where

it's headed is toward decentralized, multivendor, heterogeneous environments and directly away from IBM's centralized, proprietary party line.

"There has always been a need for companies to distribute their accounting functions to departments," Walker claims. "Until now, they just haven't had the technology to do it."

Time will tell. In the true spirit of waste not, want not, Walker says Oracle first built its Financials software for its own use. To build these programs, the company also used some homegrown computer-aided software engineering (CASE) tools — the same CASE tools, in fact, that it recently introduced to the market.

#### Experts hope recent verdict will deter computer crime

The recent conviction of Donald Gene Burleson, arrested for destroying payroll records at his former Fort Worth, Texas, job, has some people delighted.

"I think it's great; it's the first time that someone has actually been convicted for such a crime," says Michael Odawa, president of the Palo Alto, Calif.-based Software Develop-

ment Council (SDC), a consortium of PC vendors. "We hope it will act as a deterrent."

What Odawa is unhappy about, however, is his contention that most of the national press has failed to make clear that Burleson was convicted for placing a logic bomb in a company, not a computer virus.

"A logic bomb is a one-time event," Odawa explains, "while a virus keeps replicating itself and spreading. A virus is more insidious."

To help battle computer viruses, Odawa and the rest of the SDC have been busy meeting with software developers across the country. The SDC educates developers about viral problems then works with the developers to build and program software vaccines into their software products before they leave the factory.

"It's easier than you might think to program antiviral safeguards into [PC] programs," Odawa says. "The real task is in developing several options for developers to choose from."

And several options are necessary, Odawa says, because one or two options will be easily broken by felonous over time. Cooperation in antiviral work among developers is the key but

is sometimes difficult due to the competitive nature of the business.

He also insists that such built-in antiviral programs will add little to PC software prices, arguing that with the spread of computer viruses continuing, the extra cost is worth it.

#### Fly'n fax: Firm to place fax workstations in airports

Staying with things that are spreading, let's get to some fax. Faxit Corp. of Cherry Hill, N.J., and Northwest Airlines are placing Faxit facsimile workstations in 12 large U.S. airports initially, to be followed by installations in London and Tokyo airports.

Any holder of a Visa, MasterCard or American Express credit card can use the workstations to send and receive information from any other facsimile machine in the world.

Claiming that there are 56,000 business people traveling in the U.S. on any given weekday, Faxit says the market potential is a big one indeed. The company's biggest competitor? Hotels, which Faxit claims currently account for one-quarter of all public facsimile sites in the U.S. — **STAN KOLODZINSKI**

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## Laptop scramble

Continued from page 9

80386 microprocessor.

The Toshiba has been seen as a boost to Zenith Data Systems, probably the most successful laptop player in the government sector, yet the biggest beneficiaries may be the small vendors trying to get a piece of U.S. government procurement contracts.

"We want to get at least 5,000 [laptop] units from this [Toshiba] situation," declares Louis Belmont, vice-president of international sales at Ogiva Technology, Inc., a Montreal-based laptop maker.

Confident of Ogiva's laptop technology, Belmont says Ogiva's plans for 1988 are to capture 10%, or 15,000 units, of Toshiba's U.S. laptop market share of 150,000 units.

"The government share is going to give us a third of our goal," Belmont claims, "and that makes the rest easier."

The next important step, he says, is in getting the U.S. government's attention before other, more established competitors close in. "We've put specs into the government to let them know we're here," Belmont says. "And we're marketing aggressively."

There is also no lack of aggressive finger pointing in this industry.

What's going to win Ogiva big govern-

ment contracts, Belmont explains, is Ogiva's gas plasma display technology, the orange-tinted screen lettering that is said to be readable in most lighting conditions. Because Grid is the only big competitor offering gas plasma displays, Belmont reasons that Grid is Ogiva's logical competition. At least, it is if it weren't for what he says are Grid's steep laptop prices. Grid's Newman counters by explaining that Grid also has low-price machines.

Belmont's job at the more traditional (and more criticized) LCD screens found on most laptops is parried by Martin at NEC, whose systems use the technology.

"There has been much progress made in LCD technology," Martin claims, "and

that's evident in the new line of machines NEC has introduced. Besides, our studies indicate most users hate the orange plasma displays, and anyway, gas plasma consumes too much power for battery-operated systems."

One thing all of them agree on, however, is the surge in laptop sales, which NEC places at 30% to 40% in the U.S. in 1988.

Improvements in display technology might be one factor in the increase in laptop sales, but Martin also says he believes it is a case of more for less.

"You can now get 386-based portables running at 16 MHz and, in some cases, up to 100M-byte disk drives in a machine weighing less than 20 pounds and fitting in a briefcase," Martin explains. "People have been waiting a long time for a portable version of their desktop computers, and they're finally here." (One laptop vendor, U.S. Micro Engineering Corp. in Boulder, Colo., even boasts a laptop model sporting a 300M-byte hard drive.)

The growth in the laptop market has led Compaq Computer Corp., IBM and Apple Computer, Inc. to schedule laptop introductions for late 1988/early 1989.

Compaq, after some previous failures to develop laptops under what it terms its "rigid standards," says it is finally ready. On Oct. 17, the company introduced its SLT7286, a 12-MHz Intel 80286-based laptop sporting either a 10M-byte or 40M-byte hard disk, 3½-in., 1.44M-byte diskette and LCD screen.

IBM is aiming to redeem the failure of its 1986 PC Convertible laptop, and observers predict Apple's Macintosh laptop will make an appearance sometime by the end of the first-quarter 1989. The Mac machine will be initially aimed at the large installed base of Mac business users.

### Doesn't intend to flounder

As for Toshiba, it has other fish to fry. The company maintains that the loss in U.S. government business will not break its stride, and it could be right.

Computer Intelligence, a La Jolla, Calif., research group, says that Toshiba surged ahead with about 27% of the Fortune 1,000 laptop market in 1987, followed by Hewlett-Packard Co. with a 22% market share. Computer Intelligence sees no reason to change those figures for 1988.

In any event, Toshiba isn't looking back. This summer, the company introduced the TS1100, a 386-based laptop that runs at 16 MHz, carries 2M bytes of on-board memory and has generated some good reviews. In early October, the company introduced another 386-based machine.

Protecting its low-end machines, Toshiba also recently cut the price of its T1200F and T1200FB laptop machines to counter increased competition at that market level.

Finally, to bolster distribution channels, Toshiba has also just entered into an agreement with Sears Roebuck and Co. computer retail stores will carry Toshiba's full line of laptops across the U.S.

As for the increased laptop competition, Dean South, senior product manager of personal computers at Toshiba America, shrugs and indicates that this competition was expected.

"It's going to be a lot harder on those companies just getting into the [laptop] market," South says. "We've already proven ourselves." — STAN KOLACZAK

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## Busing issue polarizes AT users

Take your pick: EISA, MCA, Nubus, VMEbus, Multibus...

For all you IBM Personal Computer AT-compatible users out there who are anxious about getting a faster I/O bus, the compatible makers that brought you your non-IBM computers in the first place have three words: Not to worry.

Lead by Compaq Computer Corp. in Houston, the nine main companies that make up the so-called "clone cartel" are readying a design for a 32-bit bus called the Extended Industry Standard Architecture (EISA). Its features include a 24-bit address space, an 8-MHz clock (that can be pushed to 30 MHz) and compatibility with the earlier 16-bit AT bus. With EISA, designers can reportedly integrate sophisticated I/O controllers into the system and provide a high-speed burst mode for I/O data transfers.

"It is a necessary move... to present a stronger [market] position," observes Bruce Stephen, a personal computer analyst for International Data Corp. (IDC), a market research concern in Framingham, Mass. "It's a move for their buyers."

Those buyers are expected to represent a U.S. installed base of 5.7 million Intel Corp. 80286-compatible computers by year's end, according to IDC figures. Last year, the total number installed was 2.61 million, all of which prompts Stephen to classify the AT and its compatibles as "the mainstream computer. It's what the PC was in 1983 to 1984 with regard to price, attractiveness to the installed base of AT compatibles, IBM is expected to have only 2.51 million PC ATs installed by the end of this year; it had an installed base of only 1.46 million units at the end of 1987.

In an attempt at wholesale user migration to its Personal System/2 line and 32-bit bus, called the Micro Channel Architecture (MCA), IBM appeared to abandon its AT bus commitment. However, in Sep-

tember, IBM brought out the PS/2 Model 30 286 that supports the 16-bit de facto standard bus for AT machines.

Looking to slow the compatibles' market momentum, IBM upped the cross-licensing fees for the MCA in its PS/2 family. The increase became the rallying point needed to get clone manufacturers to solidify what had, in the past, been little more than talk about an AT-compatible 32-bit bus design.

### In no rush

But for all the users who are champing at the bit for EISA's high-bandwidth throughput, there are others who are calmly taking a wait-and-see attitude.

"I don't care one way or another about a bus architecture. All I care about is what the machine does," says Jim Ross, systems officer in the professional services division of Continental Illinois National Bank in Chicago. Among the bank's installed base of 1,700 personal computers are 150 AT compatibles made by Tandon Corp. and 400 Deskpro 286s by Compaq. Ross says he's still evaluating the September EISA announcement.

Going with "the MCA is a hard decision to make because we don't know what kind of effect on connectivity it's going to have down the line," he says. In the midst of users and vendors scanning the EISA vs. MCA bus routes, Digital Equipment Corp. has come out with software that will connect PCs using MCA to the Decnet network. It also announced a technology exchange agreement with MCA-compatible vendor Tandy Corp. that allows DEC to resell Tandy products.

Meanwhile, yet another bus option is the 32-bit "open" Nubus, now owned and licensed by Texas Instruments, Inc. by way of MIT and Western Digital Corp. In 1987, Apple Computer, Inc. intro-



duced the Macintosh II workstation, the first non-TI system based on the Nubus. In the tail wind of the Macintosh II's success has come a great deal of Nubus support from third-party suppliers of add-in communications, memory and processor boards. There are now even Nubus development boards aimed at creating turnkey systems around the Mac II.

Many Nubus board makers also support numerous other microcomputer buses such as IBM's AT bus, Motorola Inc.'s VMEbus and Intel Corp.'s Multibus. The

point is, Nubus supporters are not out of touch with the computer mainstream.

Everywhere they look, industry observers see good things ahead for Nubus and the Macintosh II. IDC estimates that when the dust settles, Apple will have sold 310,000 Macintosh II workstations worldwide this year.

That's a good basis for support and a strong argument that the race for desktop workstations will be riding on more than just MCA and EISA. — HARVEY PEXE AND STEVE KOLDOBE

## What's Next from Apple expatriate Jobs?

Coming to a university or software developer near you: The Next Computer System.

It's real — although many of its features can be found separately in other personal computing machines, such as the Commodore Business Machines, Inc. Amiga, the IBM Personal Computer and the Apple Computer, Inc. Macintosh. It's available — although only to universities and software developers. It's expected to use the Transmission Control Protocol/Internet Protocol — although at its October debut, it sported a 32-bit Ethernet communications port that supports Sun Microsystems, Inc. Network File System file transfers and a Tame Instruments, Inc. Nubus backbone.

In a black, magnesium box,

the industry's newest entrant represents a three-year, multi-million-dollar effort by Steven P. Jobs, the cofounder of Apple and the co-designer of the Macintosh, and DP case H. Ross Perot. The company is Next, Inc. in Palo Alto, Calif. The operating system is a University of California at Berkeley Unix 4.3 version called Mach developed at Carnegie-Mellon University in Pittsburgh. The computer's heart-beat is a Motorola, Inc. 68030 microprocessor with a 25-MHz clock with room for custom plug-in processors that Jobs developed with Pixar, Inc., a San Rafael, Calif., graphics imaging firm that originated at the New York Institute of Technology. There also is a 10 million instructions per second Motorola 56001 digi-

tal signal processor that not only digitizes audio but also synthesizes sound and speech.

The multitasking workstation's 32-bit address space is structured to go up to 64 bits. It also comes with an erasable optical disk drive and printer from Canon U.S.A., Inc. Its 8M bytes of memory are expandable to 16M bytes.

The machine's proprietary semiconductor outlay, specifically in the area of its 12 channels of direct memory access I/O buffers, prompted Jobs to dub the design a "mainframe-on-a-chip."

"Higher education... wants a personal mainframe," Jobs said at the press conference.

Jobs also brokered development of the unit's image-generation and file-description language with Adobe Systems, Inc., a desktop publishing software company in Palo Alto, and augmented its icon-driven Unix user interface with technology licensed from IXL Ltd., a year-old start-up in Cambridge, England.

Check your local listings for a debut near you. — HARVEY PEXE

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*MIS purchasing  
plans for '89*

# Buying time

BY HELEN PIKE

**Y**ou are at the threshold of 1989. You have been given a budget for next year. You have talked to your users. You have looked at the equipment in your division. You have figured out what's to be connected and what your software needs are. Now you are ready to see if your dreams can come true.

Some of you will read the specialty publications and listen to vendors that come knocking on your door. Or maybe you'll make a site visit to a promising manufacturer. Others will go to niche shows on, say, networking, to get the latest technical skinny.

Then there are those who will go to that Twilight Zone known as Las Vegas, where, beyond the pulsating neon, you may find what you came for . . .

808 00000



Comdex is that tidy coincidence between companies' annual budgets and vendors' product development cycles. It is the industry's yearly autumnal buying ritual. More than in years past, the fall of 1988 will have a greater emphasis on systems integrators and the increasingly influential role that value-added resellers and marketers will have in brokering technology between end users and OEMs (see story right).

Among those who are planning to attend or to send staff to Comdex/Fall '88 is Jim Ross, systems officer in the professional computing service division of Continental Illinois National Bank in Chicago. Ross reviews and recommends hardware and software for about 9,000 employees who use more than 1,700 personal computer-class machines, including portables.

Of the bank's technical direction in 1989, a lot of attention will be given to networking, according to Ross, and to tools for writing applications software.

"We are positioning ourselves for token ring everywhere down the line as a strategic angle. It's better than Ethernet," Ross says. The bank already has nine local-area networks in a department processing environment, half of which do database applications. "Right now, there's a small surge of demand for networks, but we're not ready for enterprise-wide local-area networking."

As an interim step, Ross says, Ethernet may be used. "But I like the philosophy of token ring. It seems more robust."

Continental Illinois already has a wide-area network linking mostly IBM 3270 devices in five buildings in the downtown Chicago area. The bank hopes to leverage the setup with micro users down the line.

"I expect to see more business applications, instead of productivity applications, moving onto the micro," Ross predicts. "It's an economic consideration more than anything else. Our clients are really driving it."

As part of that goal, the bank is doing a study on software productivity tools. Ross says he expects to see more applications developed to run on PCs and share data with the host.

Continental Illinois is a Compaq Computer Corp. shop, Ross says, the result of an implementation that began about 2½ years ago when the bank ran into a shortage of IBM Personal Computer ATs. It looked to the Houston computer firm as an alternative supplier that happened to have a faster machine. The bank's installed base is made up of 400 Compaq Deskpro 286s, more than 300 Deskpro 386s and 250 Compaq portables, 450 IBM PC XTs, 60 ATs and 100 PCs and 150 Tandon Corp. AT compatibles. The bank's need

## Comdex mirrors industry trends

EACH YEAR, COMDEX gets more torque.

Comdex/Fall '88 has 200 more exhibiting companies than the 1,500 it had last year. It has 400 overseas companies this year vs. 200 last year. It has expanded to 900,000 square feet of exhibition space from the 750,000 square feet 12 months ago. It has a preregistration run rate that, as of September, was twice as much as it was in 1987; 95,000 showgoers signed up for the fall conference last year.

While its Las Vegas setting may make it seem larger than life, Comdex can easily be brought to scale. According to Richard L. Schwab, show director, Comdex is a department store instead of a boutique.

"It's an embodiment of the industry," he says from the Needham, Mass., office of the Interface Group, Inc., the show's sponsor. "What happens in what the industry wants."

And what does the information industry want this year? Enhanced PCs, OS/2 software, more Intel 80386 boxes at more varied prices and more packages with graphics in them, Schwab says. It also wants, and is going to get, more communications prod-

ucts, which are growing in influence, he adds. And next year, Comdex/Spring in Chicago will feature Macos for Apple Computer, Inc. Mac resellers.

In all likelihood, users will more often get their products through distributors, he claims. "Increasing quantities of smaller units are going through the distribution channel. . . . Forty-five percent of the Fortune 1,000 market is getting communications products through value-added resellers vs. 55% getting them from basic suppliers," he says.

The trend reflects what Schwab says is a larger movement taking place in the information processing community. It is, he reports, a trend from host processing to communications processing; a trend in which computers and communications capabilities will blur; a trend in which the business decision of what has to be done will blend with the technical decisions on how it is done.

"It's going from how to do payroll to getting cost-related information of which payroll is a component," he explains. "It's a natural evolution." —HELEN PAZ

for personal computers seems almost insatiable.

Although the bank doesn't buy in bulk, it does average about 30 PC purchases a month. Says Ross, "The saturation point doesn't seem to happen. It

hasn't slowed down yet."

Preliminary MIS forecasting for 1989 by Marty Gruhn, vice president of The Sierra Group, a market research concern based in Tempe, Ariz., indicates that the desire for PCs at Continental

Illinois is not an isolated event.

Next year will be a banner year for industry-standard PCs, especially at the low end, Gruhn reports, saying that "1989 looks like a year in which users will assimilate and upgrade what they

have, strengthening software and networking functions."

But aside the rattle and the dance that is Comdex and Las Vegas, Gruhn also warns of a slowdown in the industry that never sleeps. Gruhn, who regularly surveys top MIS executives in the U.S., says, "There's no budget push on technology."

"Don't count on them buying one of everything," she says, referring to the voracious purchasing that went on in the header, more experimental days of the personal computer industry.

"There's a feeling in the air," Gruhn says. MIS professionals are realizing that "if I want to see a product, I'll go to the vendor or make him come in." She says about making product evaluations on site rather than on a trade show floor.

It's getting harder at large industry shows like Comdex to get a sense of a vendor's strategic direction, she continues. Where there used to be 10 or 15 major vendors, now the exhibitors are splintered among smaller concerns, many of them start-ups competing alongside the more established companies.

For those making PC buying and implementing plans independent of Comdex and any unveilings there, Gruhn sees a new phase in disseminating data on products and technology. The forums, she says, will be niche shows that will add value to what users already know.

Also, some MIS executives may be constrained by budgets and geography or may pick their purchases from specialty shows because they have already

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## PURCHASING PLANS

standardized on a certain platform, she adds.

One such executive who works for a Fortune 500 company and wishes to remain anonymous evaluates products for 40 MIS managers to buy. While he regards Comdex "as a good industry overview, that's not where we're at." Instead, he is going to Macworld Expo, PC Expo and a communications show, because in that way, "you've covered it all."

So not everyone goes to Nevada's Neon Dream Zone. Michael Danatos, head systems analyst/programmer for a privately held natural resources equipment company in New Jersey, instead goes to the Information Management Exposition and Conference, the Novell Network Show and the IBM Share users group gathering, which "is geared to having meetings with meat in them."

Danatos' budget for 1989 is designed to handle "more volume and more organization" for the equipment company. Until recently, Danatos' computer buying tended to be reactive, responding to users' immediate needs. Now, with 1989 less than two months away, he is targeting his purchasing at four main areas: a networked business package, desktop publishing, an artificial intelligence-based repair maintenance system for the company's sales representatives and upgrades for terminals that tie into an IBM 3090 mainframe.

Much of the New Jersey company's new PC volume will be tied to networks in three Texas sales offices. To build a

networked business system that will tie together accounting, purchasing and the loading dock, Danatos also plans to add about 50 micros at those sites. To tie all the PCs together, he is leaning towards purchasing a Novell, loc. LAN, although the company is also debating the finer points of token ring and Ethernet.

Desktop publishing is taking another chunk of the computing budget. The company has gotten into publishing slowly, "but now it's exploding," Danatos says. He plans to buy 12 Compaq Design 386-class machines to handle the company's desktop publishing efforts.

He also plans to buy Compaq portables for the field reps as part of the design of a repair maintenance system. This project, for an equipment division,

from New Jersey, southwest to Houston and northwest to Calgary, Canada. According to Danatos, about 15% to 20% of the terminals on the system are already micros.

"We'll be buying more — mainly new devices as we add new employees, but some for replacement — purely to act as dumb terminals. It's cheaper to buy PCs than it is to buy IBM terminals," he says. The choice of personal computers is clear: "We are really happy with our Compaqs and Dellis," Danatos says concerning the performance of the organization's Deskpro 286s and Dell Computer Corp. System 200s and 300s.

Like Danatos, Paul Konzel, end-user group project manager of GATX Corp., a financial holding company in Chicago, shares

"standardization" for 1989.

"We're trying to do a little more with what we have," Konzel says, referring to GATX's nearly 140 micros. "Before, we were at the stage where users would call us to say, 'We need another machine. We need another printer.' Now, we're putting in a lot of application systems. Users call us to look at their group and tell them what we can do to automate their operations more."



Konzel

Resides,

GATX has "pretty much reached the saturation point in terms of numbers — there is almost one terminal for each person — and there is not a lot of need right now," he says. PC purchases will be limited to replacements.

High on the priority list at GATX for 1989 may very well be networks. Konzel says the plan is to add to the firm's single-LAN capability by building three networks able to handle seven to 10 people and machines.

As part of the cost analysis, Konzel is identifying groups that need to share databases or costly peripherals, such as a graphics system that requires an expensive film recorder and color printer. Konzel says it is the organization's hope that networks will ease day-to-day administrative tasks throughout the company, such as multiple access to the purchase-order system and document editing.

GATX's 1989 strategy in-

cludes standardizing mainly on IBM's Personal System/2. So far, 20 word processing systems from Wang Laboratories, Inc. have been replaced, and next year Konzel says GATX will upgrade many of its XT compatibles with PS/2 Model 50s. So far, between 60 and 70 Model 50s have been installed.

"It takes years to turn technology over in this office... so we want something that will last and be supported for a long time," Konzel says. He is keeping a cautious eye on the crop of Intel Corp. 80386-class machines as well as on IBM's Micro Channel Architecture.

The more the standardization around a machine, the better his staff of five can support GATX's users, Konzel adds.

For getting technical insights that will help shape purchasing plans, Samuel B. Whidden, computer services director for the American Mathematical Society in Providence, R.I., attends DECUS, the Digital Equipment Corp. users group.

Taking into account the math society's IBM PCs, its clutch of clones and some Apple Computer, Inc. Macintoshes, Whidden has winnowed the nonprofit organization's hardware platform down to DEC's VAX architecture and has made the personal

computers nodes on an Ethernet network.

"We try not to add a hodgepodge of products... and we try not to buy big equipment," Whidden says.

"We prefer to buy computing power in smaller increments."

The society, which serves research mathematicians, is going the route of distributed computing, because it costs less to buy in smaller chunks, Whidden explains.

In addition, "the time seems to have come to distribute our computing around... to put task-oriented computing in the hands of individuals," he says.

The agency has 300 users in a Vaxcluster that is based on a VAX 8600/8700 configuration. Whidden says he intends to upgrade the 8700 to an 8820 for an approximate cost of \$350,000.

The society does heavy application development for in-house data processing, business applications, subscription fulfillment, financial applications, inventory and member records of which there are about 20,000.

The end result is to have users "download their own workstations to their hearts' content," Whidden says. ♦

File in Computerworld Personal writer: Computerworld Personal Mark Brubaker contributed to this report.

**"1989 looks like a year in which users will assimilate and upgrade what they have, strengthening software and networking functions."**

MARKET GROWTH  
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will let the reps perform on-site analysis at their customers' wells. By taking a Compaq 386 portable into the field, the reps can shorten the time it takes to determine what, if any, changes in the mix of equipment are needed to get the wells to produce more.

Danatos also intends to add personal computers to the 3090 mainframe system whose 1,000 users are stretched in an arc

the larger trade shows in favor of smaller ones, especially if they are put on by a company whose products he uses a lot. Explains Konzel about the attraction of more focused shows, "Vendors send their best people who can answer your questions."

Getting good answers is important to GATX because an attitude of buy, buy, buy has been replaced by watchwords such as "stability," "consolidation" and



Whidden

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# Micro melting pot

## *PC-to-Mac connectivity in maturing LAN market*

BY NINA BURNS

**T**he personal computer local-area network industry is maturing rapidly as a critical mass of PCs provides the impetus for the spread of PC LANs in all businesses. Originally, users purchased PC LANs to share expensive peripherals such as high-speed printers and hard disks. Today, users are looking to integrate all of their diverse desktop devices through PC LANs to share information between personal computers, mainframes and minicomputers.

Businesses are beginning to standardize on LAN products and to incorporate PC LANs into their

enterprise networking strategies. In addition to the PC invasion, several market forces are driving this LAN surge, including the following:

- The rapid increase in the penetration of Apple Computer, Inc. Macintoshes into traditional IBM Personal Computer environments, stimulating the need to share information between dissimilar desktop computers through the network.

- Technology advances in personal computer hardware and software, such as faster processors, and more powerful operating systems like IBM OS/2. These advances provide the platforms upon which a whole new generation of network applications will be built.

- Strides in personal computer connectivity allowing the connection of both IBM PC and Macintosh workstations to the network.

Numbers from Infometrics, Inc., a Santa Clara, Calif.-based market research firm, underscore the standardization on PC LANs. In 1987, 11%, or 323,000, of the 2.9 million desktop computers connected to the approximately 424,000 personal

computer LANs were Macintosh workstations. Eighty-nine percent, or 2.6 million, were IBM PCs and compatibles. By 1991, Macintosh workstations will represent 24%, or 7.2 million, of the 30 million desktop computers on 2.5 million personal computer LANs. IBM PCs, Personal Systems/2s and compatibles will make up 76%, or about 23 million, of that figure.

In the past, these personal

computer LANs consisted of either all Macintosh workstations or all IBM PC workstations. Today, the rapid penetration of the Macintosh into all segments of the market has driven the need for mixed PC LANs that support IBM PCs and Personal Systems/2s, IBM compatibles and Macintosh workstations on the same network. File and print sharing between these diverse personal computers is beginning

to be possible. For example, users are now able to send a Lotus Development Corp. 1-2-3 spreadsheet to a Macintosh Excel spreadsheet user who can then use the file, make changes and send it back.

Alameda, Calif.-based Tops, a Sun Microsystems company, was the first vendor to achieve widespread integration of Macintosh and IBM Personal Computers on the same network in 1986. In August 1987, 3Com Corp. in Mountain View, Calif., introduced its 3+ for Macintosh, which allowed Mac connectivity on 3Com 3+ networks. In July 1988, 3Com significantly improved 3+ for Macintosh to run on IBM PC and compatible servers rather than solely on 3Com's proprietary servers, thereby servicing the majority of PC LAN users who prefer IBM PC and compatible servers.

Also in July, Novell, Inc., in Provo, Utah, announced Netware 2.15, which allows Mac connectivity to Netware LANs with full Apple File Protocol (AFP) support. AFP is Apple's proprietary networking protocol; this means that Netware will look just like an Appleshare server to Macintosh users who will now be able to share files and printers with PC Netware users.

Rapid market expansion is taking place now as the primary participants in PC LANs introduce products and strategies,



Nina is vice-president/senior analyst at Infometrics, Inc., a market research, performance testing and consulting firm in Santa Clara, Calif., that specializes in data networks and image and document processing.

# MIS manager buys M



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If you need to run DOS programs such as 1-2-3 and dBase III, there are several easy ways to do that. One is the AST Mac286 card. Which you simply plug into a slot in the Macintosh II for AT-type

performance. Or, if you prefer not even to lift a screwdriver, SoftPC is a software program that lets you run both DOS and Macintosh applications at the same time.

After closer analysis, however, you may find that the kind of compatibility that's really important is the ability to share information effortlessly between computers. Particularly if you have years of accumulated data stored away on PCs.

Here the Macintosh concept of workgroup computing proves itself in practice. In fact, you may find it easier to network Macintosh computers with PCs than to network PCs by themselves.

Two examples of that are Novell Network for Macintosh and our own AppleShare® and AppleShare PC file server software.

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# Macintosh, keeps PCs.



translated to their Macintosh counterparts with formatting intact. Crossing the border is equally easy when you transfer data between 1-2-3 and Excel for Macintosh.

If you don't choose to network, there are other simple ways for Macintosh and PCs to communicate. One is DaynaFile, a Macintosh disk drive system that reads data directly off any of the several DOS disk formats. Another is MacLinkPlus, a cable and software system for sharing data between two computers.

But no matter where the information originates, or how it's transferred, once on the Macintosh, this computer's unique power to analyze, enhance, and graphically communicate that information is unmatched. Which is one reason Macintosh is moving into formerly DOS-exclusive realms in such great numbers.

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another reason. With HyperCard, you can organize and retrieve data in a way that's akin to the mind's own workings: free association.

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form strategic alliances and complete mergers and acquisitions that will carry the industry into the 1990s. Mac connectivity is a pivotal issue for several major players, namely, 3Com, Apple, IBM, Novell and Topa, who are expected to remain the primary PC LAN vendors through 1991. New entrants will offer a range of products, but the market will be dominated by these firms.

3Com was one of the earliest entrants into the PC LAN industry. Early market penetration with the Etherbase and 3+ operating systems and Ethernet board-level products insured the company's market position. Today, 3Com ships about 9% of all PC LAN operating systems, Infonetics says. By 1991, the research firm expects that figure to increase to 12%. Infonetics predicts that 3Com's position in the market will improve over the period from 1989 to 1991 for the following reasons:

- 3Com will take the lead in Microcsoft Corp. OS/2 LAN Manager sales with 3+ Open, its network operating system based on the OS/2 LAN Manager. In 1989, users will install pilot 3+ Open networks.
- Products from Bridge Communications, Inc. and Communications Solutions, Inc., which are recent 3Com acquisitions, will bring additional opportunities to 3Com in terms of internetworking and IBM connectivity.
- In 1990, users will purchase more 3+ Open networks after successful pilots, and in 1991, more network applications will become available from third-party developers for the OS/2 LAN Manager, which will drive more network sales.

Most of 3Com's sales are into the PC-only LAN environment. Penetration in mixed PC and Macintosh environments has been weak. First of all, its 3+ for Macintosh has not achieved anticipated market penetration because of the lack of APP support, which has resulted in incompatibilities. Until the third-quarter 1988, for example, the firm's 3Server3 was required to use 3+ for Macintosh. Secondly, 3+ Open will not have direct Macintosh connectivity in its initial version, which may hurt potential shipments into mixed environments. Instead, Mac connectivity will only be offered via bridges to 3+. Direct Mac connectivity to 3+ Open will help 3Com's sales in mixed environments in late 1989 and 1990, when the company is expected to fully support APP.

Topa has grown substantially in the Macintosh-only and mixed-LAN environments since its first product shipments in late 1986. Infonetics outlines several factors that support the 3% gain in profits for Topa from 1987 shipments of 8% to 1991 shipments of 11%.

- Topa has been very successful

in the low-end networking market because it is reportedly simple to install and use. This success should continue with limited competition from Novell's Entry-Level System product and 3Com's 3+ Open LAN Manager Entry Version.

• As a pioneer in PC-to-Mac integration, the company will continue to lead new sales in this market through 1990 even though Novell is expected to threaten Topa's dominance with initial Novell mixed-LAN sales coming from its substantial installed base. 3Com will likely also threaten Topa's position in 1990 when sales of 3+ Open are expected to accelerate.

Apple shows a 1% increase in its share of 1991 shipments (4%) compared with 1987 shipments (3%). New Apple products will contribute to increased Apple shipments, although Apple is not considered a major vendor in the mixed PC and Macintosh market. The company's first entry

into PC connectivity, AppleLink PC Card, has not lived up to initial expectations. Furthermore, Infonetics user surveys indicate that users prefer more inexpensive server solutions such as those from IBM PC compatible makers.

Apple's substantial contributions to networking will continue to set the desktop standards in graphical interfaces, however.

#### Platform driving

The company is also providing platforms for a new generation of software applications based on work group computing. It is expanding seamless Mac integration in diverse computing environments through development relationships, such as the one with Digital Equipment Corp., and through the company's acquisition of Orive Network Systems, Inc. in Berkeley, Calif. Orive develops and markets IBM-compatible Systems Network Architecture (SNA) software

products that allow non-IBM computers to communicate with IBM machines, and the company's expertise will help Apple expand into the IBM world of 3270, LU6.2 and Token-Ring.

Novell will continue to dominate the PC LAN market. It is strong in all market segments—from small to medium to large businesses—and will continue to provide multiple protocol solutions. Novell is the first PC LAN vendor to provide complete network services to Mac workstations and to support Apple APP fully. Furthermore, Netware 2.15 will support LocalTalk and EtherTalk, Apple's network protocols, which other competitors do not currently supply.

Novell will continue to enhance its operating system software by providing the services and tools necessary to support all desktop computer platforms, such as Apple's Macintosh Finder, IBM's OS/2, Microsoft's MS-

DOS and others, and to expand the PC LAN into corporate networks—LU6.2, Transmission Control Protocol/Internet, Protocol and Open Systems Interconnection. Novell's recent major investment in Los Angeles-based Indus Software, Inc., a maker of software that provides access between diverse computing environments, indicates the firm's intention of expanding the PC LAN to IBM environments. Netware VMS provides access to DEC VMS systems using the Decnet transport mechanism.

In 1987 and 1988, Novell benefited from confusion in the marketplace about IBM's PS/2 and OS/2 announcements and speculation about 3Com's position on OS/2 LAN Manager, as well as from the late arrival of Microsoft OS/2 LAN Manager and its OS/2 LAN Server. Novell will experience some competitive pressure from IBM, Topa, 3Com and other OS/2 LAN Manager products, which will cause the firm to lose about 2% of its share of network shipments from 1987 (44%) to 1991 (42%).

IBM has not been a strong player in the PC LAN market because of the weakness of the IBM PC LAN Program. However, Infonetics expects the vendor to improve its position with the PC LAN Server even though IBM will lose 3% share of shipments from 1987 (21%) to 1991 (19%) for several reasons:

- Its lack of support of Mac workstations. A greater percentage of the overall share of network shipments by 1991 will be into mixed-LAN environments in which IBM has no current solutions.
- The lateness of its OS/2 LAN Server.
- The company's lack of connectivity to non-IBM environments.

The PC LAN vendors until now have focused on providing print and file services to isolated homogeneous PC LANs. Performance and ease of use have been the issues. The future challenges facing PC LAN vendors include supporting multiple desktop computer platforms (Macintosh, MS-DOS, OS/2 and Unix), integrating PC LANs into the corporate network of main and miniframes (particularly Decnet and SNA) and providing the platforms for a new generation of PC LAN applications that will allow users to access information anywhere on the network.

Performance and ease of use will remain important, but the picture is getting much more complex, encompassing gateways, bridges, multiple protocol stacks, standards such as OSI and TCP/IP.

The winners in this market will be those vendors that can provide the best communications, distributed processing and performance without compromising ease of use. ♦

## The Times they are a-changin'

BY AVERY JENKINS  
SPECIAL TO C/P FOCUS

THE VENERABLE *New York Times* may not have changed the look of its front page for 50 years, but inside the operation, the newspaper's MIS department has been keeping up with the times, and these days, that includes using the Apple Macintosh.

Managed correctly, the combination of Macintosh computers and an IBM environment causes few problems, according to Henry Heller, manager of personal computers at *The New York Times*. Heller has been installing the Macintosh in various departments at the newspaper.

The *Times* has 660 IBM Personal Computers and 31 Macintoshes. Heller expects that number to grow to 1,000 PCs and 50 Macs in the next two years.

The newspaper's art department is equipped with Macs, and other areas, including the advertising department and the marketing group, are also adopting the Mac.

"We are very strict about what's allowed to be done on the Mac," Heller says, adding that it must be a graphics application to justify a Macintosh purchase. Other common PC applications, such as spreadsheets, are not sufficient to depart from the company's IBM-compatible majority, he explains. Not only are the applications limited, but the requirements for connecting the two types of machines are also restricted.

Heller says that at the newspaper, data usually only flows one way—from the PC

to the Mac. This occurs in cases in which the PC performs the number crunching and the managed data is sent to the Mac to create high-quality graphics. In such situations, Heller uses DynaFile, a tool from Dyna Communications in Salt Lake City, to transfer data from one system to the other.

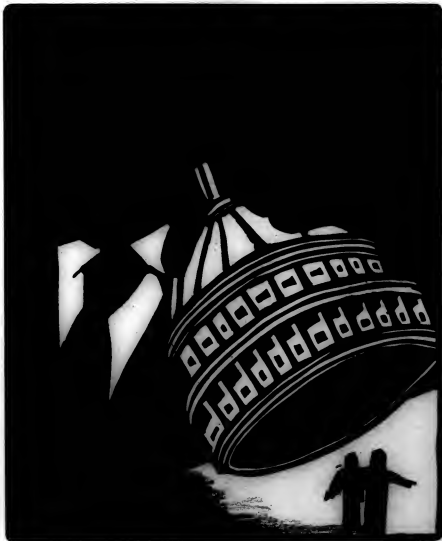
About one-half of the *Times*'s Macintoshes are connected to each other via the AppleShare network from Apple, Heller adds. And, in one special case, he says, a Mac, a PC and the newspaper's Harris Corp. production system are linked. This connection allows Mac graphics to be sent directly to the typesetting system.

The reason the *Times* turned to the Macintosh is an economical one, he claims. Many of its IBM compatibles are based on the older PCs and PC XT's. To make these machines capable of Mac-like graphics would require money for graphics cards, monitors and mouse add-ons. It is less expensive, he says, to buy a Mac rather than attempt to upgrade the older PCs.

By strictly limiting the applications that justify a Mac purchase, Heller has managed to avoid the machines' proliferation throughout the firm and many of the problems caused by this growth. But another problem has arisen.

While the Mac can give users the new tools to produce graphics, it doesn't provide users with the necessary artistic judgment to use those tools correctly. Heller warns, "Just because you get someone a desktop publishing package does not make them a desktop publisher."

Jenkins is a Boston-based free-lance writer.



## MIS' political voice

BY HELEN PIKE AND  
MARK BREIBART  
CIVIC FOCUS STAFF

**M**IS managers and their staffs regularly venture into the unknown in search of solutions. With increasing frequency, they are drafting personal computing and connectivity plans that take into account a

larger system of computers and networks. The logistics may be daunting, but the rewards can be far-reaching for users.

This scenario has a corollary in the political arena. It, too, is a large unknown, requiring thoughtful analysis and networking to resolve the legislative issues affecting the DP/MIS field. The issues themselves may not receive more than a passing thought or two on Election Day. After all, there are budgets to get out.

But consider a 3M Corp.

MIS manager who is championing a statewide computer crime bill in Minnesota that would make unauthorized access to a computer system illegal. Or take the founder of Automatic Data Processing Corp. in New Jersey, who has taken up the cause for computer education with a law to help schools incorporate computers into the curriculum. The former is Darrell Wegscheid, who also happens to be a two-term senator from the Democratic Farm Labor Union party. The latter is Frank Lauten-

berg, who is also a Democratic incumbent in the U.S. Senate.

These two elected officials aren't alone in shaping the history of information technology and the way millions of DP/MIS professionals will be doing their jobs in years to come.

Mary Tenner, technical training and administrative services manager for the Federal Reserve Bank in Minneapolis, channeled her community activism into her profession when the

Computing has no party affiliation in this election year. Page 26.



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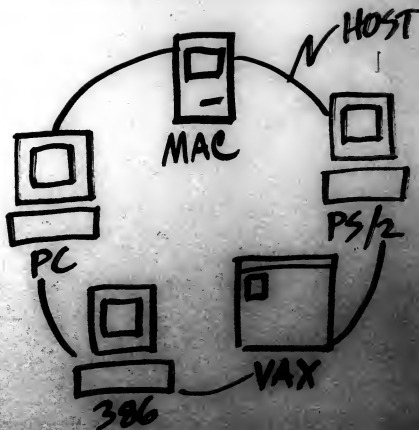
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issue of computer crime started to become more prevalent in the field.

"Security issues are important to me, and they certainly are important to the Fed because it handles the nation's money," Tester says. "Being a political type of person, I saw this as a chance to get involved and to get to know the system better."

There was nothing mysterious in how

Tester got involved. For one, she was in the right place at the right time. As president of the local chapter of the Data Processing Management Association (DPMA) in Minneapolis, Tester got the call from the national office in Park Ridge, Ill., asking her to testify on Wegscheid's computer crime bill. For another, she simply was interested. She saw it not as a burden on her time but as "a

tremendous opportunity to get involved in local legislation."

She also had the support of her company. The Fed considered the issue important enough to give her and its MIS security manager, Jay Dyvold, all the time they needed. It couldn't officially sponsor them—the Fed has a policy of noninvolvement in politics, so the two of them had to speak as members of the

DPMA—but it could and did support them indirectly.

Prior experience is not required for the job. Despite her involvement in local politics before working at the Fed, Tester describes herself as a rookie. "When Joe Collins of the DPMA office called, I said, 'Sure, but,' she laughs, "he had to tell me what to say and which capital to go to. I was so naive I didn't know if he was talking about Washington, D.C., or here."

Besides testifying at the Statehouse in Minneapolis, Tester and two other local DPMA officers helped to draft the computer crime legislation. Working with Wegscheid and Senate lawyers, they took the DPMA's Model Crime Act and tailored it to the local situation. That act defines the terms and sets penalties for computer crime (see story page 28).

They also "narrowed the scope to get the senators and representatives could get their arms around the bill," Tester recalls. "They are not technicians and don't understand a lot of the issues involved." The first part of the bill, for example, simply defines terms like "computer system," "network" and "information." Other words like "hacker" and "virus" were avoided because "it's difficult for nontechnical people to grasp what these concepts mean. It's often confusing to us, too," she adds.

The bill passed the state Senate but lost in the House. The process was an eye-opener for Tester. When the DPMA cadre would go up to the capitol, the reps seemed encouraging, Tester says, but the effort wasn't successful. "Next year, we will do things differently," she promises.

#### Energize the masses

The problem was that the DPMA officers had done it alone. Though keeping the general membership of their chapter fully informed, they had done all the legwork. This year, they will try to get members involved in a letter-writing campaign, in a phone campaign and in discussions at the Statehouse. "We need to get everyone in DPMA involved much more," Tester explains. "so their local reps will take it seriously."

Unlike the DPMA connection that got Tester going, Tony Etzel got involved through his company, Transcal, Inc., in Worcester, Pa. As DP manager for the aerospace government subcontractor, Etzel needed to track some specific legislation on cost accounting and inventory control that affected government subcontractors directly.

He stayed involved. His immediate motivation was the discrimination he perceived against federal MIS professionals in Section 1706 of the Tax Reform Act of 1986 (see story page 28). The problem, he says, is that "lawmakers generally don't understand the issues in the area of DP." Etzel and other members of the Montgomery County DPMA chapter in Pennsylvania wrote their congressman in 1986, describing their position and how the section affected their business.

As part of a larger DPMA delegation, he has also gone to Washington, D.C., twice on what the DPMA calls "The Washington Focus"—"because we focus our attention on government issues." The delegation's goal is to bring the lawmakers up to date on how DP views pending issues. Etzel says they are making progress. The first year, the

## Primary concern: Keep systems running

THE COMPUTER OPERATIONS of the two presidential campaigns are a breed apart from everyday MIS, even for those managers used to the hectic pressures that come, say, at the end of a fiscal year. Listen to Michael Thompson, the computer facilities manager for Bush-Quayle headquarters in Washington, D.C.: "What starts out as a business at zero dollars goes up to \$26 million dollars in just a few months, [then we spend it all] and then back down to zero again. At times, it borders on craziness around here, but it's part of the process."

One result of this kind of schedule is that the quick-and-dirty approach often wins out. The campaign staffs of Republican nominee George Bush and Democratic nominee Michael Dukakis handle the scheduling of their candidates and all the speakers out on the stump. "If this were a business, we would have had it on a nice, multiuser system," Thompson says. "But we don't have the cash, so people sit in close proximity, and they talk to each other a lot."

Another problem the campaigns share is getting data base information to and from campaign offices in the 50 states. "We do it the hard way — we hand-load the data," says Pamela Lowry, director of computer operations at Dukakis-Bentsen headquarters in Boston. "We don't have time for fancier stuff."

In many other ways, though, what these computer operations do is pretty ordinary. Asking Lowry, for example, how the campaign uses computers "is a bit like asking a business how it uses telephones," she says. "The machines are everywhere; we use them for everything." As in most systems, that means word processing, spreadsheet and database applications.

It also means a lot of user support. At the Democratic office, Lowry is supporting 70 to 100 personal computers with a paid staff of seven. The Republican office has a staff of three people and what Thompson calls "knowledgeable users" to support a similarly sized fleet of PCs and 60 printers.

Standing behind these campaigns operations are the Washington, D.C.-based corporate headquarters of the national committees of the two parties. With 20 to 30 staff members, these operations are larger than their presidential counterparts and more stable because they don't close shop after November. But the parties' national computer offices, too, face the political boom-bust cycle that is unique to their industry. "You have to understand," explains Michael Meyers, director of MIS for the Democratic National Committee (DNC), "this is not like a regular corporate environment" in which growth tends to be smoother.

In preparation for this year's boom period, Meyers' office had to expand substantially. When he took the job in late 1987, Meyers learned, the DNC had an IBM System/38 Model 6 with 4M bytes of memory. He upgraded

to a System/38 Model 600 with 16M bytes and added six experienced programmers/analysts and operators. He also doubled the disk space to 5.1G bytes.

The system at the Republican National Committee (RNC) also had a major face-lift, according to Thomas Hoffer, the RNC's director of computer services. The RNC's Digital Equipment Corp. Vaxcluster is new, with a DEC VAX 8600 and 8550, a total of 108M bytes of memory and 4.2G bytes of disk space. In addition to replacing the older Decsystem-20 hardware, Hoffer's staff had to rewrite substantial chunks of software.

The production schedules required by the peak-load problem of quadrennial election years are also unusual, comparable with what utility companies do on a daily and seasonal basis. "In this heavy period," Hoffer explains, "the system will peak at about 90% to 95% of capacity. After November, you could probably shoot a shotgun through main memory and not hit any data." He operates according to a 70-30 rule. In an election year, about 70% of what his staff does is unplanned, reacting to the immediate, unpredictable needs of the campaigns, while 30% is planned. In non-election years, 30% is reactive and 70% is planned.

Despite the computing similarities of the two sides of the political street, the national committees reflect different philosophies about data processing. It's a difference that is echoed throughout MIS. The RNC operation centers on a single large system, with some smaller supporting systems. The DNC distributes its processing around networked systems.

"We're not heavily into PCs," the RNC's Hoffer states. "We need the mainframe for our production work. If we find specific uses, like desktop publishing and making visuals that a Mac can do well, we will do it that way. But we mainly use the VAX." While he does have a Wang Laboratories, Inc. Wang VS 100 with about 85 terminals and printers, the machine is used strictly for word processing. And when he needed to add 50 to 60 more users, he put them on the VAX, not on a smaller system.

Over at the DNC, the System/38 handles fund-raising tasks, and a Sun Microsystems, Inc.-based network handles most of the other services. That network is the joint property of the DNC, the Democratic Congressional Committee and the Democratic Senatorial Committee. It ties approximately 170 to 200 microcomputers over an Ethernet network to three Sun-3 Model 280s and a Sun-3 Model 160. The micros can also tie directly into the System/38 with an add-on card that emulates an IBM S381 terminal.

Although they disagree on some of the technical decisions, the computer people at both political parties can probably agree on one thing. When this presidential election year comes to a close, life will get a lot quieter for them. — MARK BREZNEY

DPMA originated the trip. The second year, the lawmakers asked them back. Etzel says he was "flattered the second year to find that some of the legislators remembered me from the first year."

**Behind every manager**  
Providing support for people like Toner and Etzel is the DPMA. Other vendor and professional groups, such as ADAPSO, the Data Entry Management Association and the Computer and Business Equipment Manufacturers Association, lobby or take positions on legislation that affects MIS. With about 30,000 members, however, the DPMA is the association of choice for most DP managers.

But for the DPMA, whose interests have focused on traditional professional activities, "lobbying is not a huge priority," says Joseph Collins, DPMA director of public affairs. There is no special interest group on government relations, for example, nor does it have an office or full-time lobbyist in Washington, D.C., as is common among other trade associations. It tends to concentrate on the state level from its headquarters in Park Ridge.

Collins, believing that more involvement in legislative affairs is needed, has helped spearhead DPMA initiatives. About five years ago, the association established a legislative network with about 300 chapters in the U.S. and Canada. In each of these areas, Collins says, "there is a designated DPMA member to fill in other local members about legislation that members are or should be interested in."

Collins produces a monthly newsletter for the network, "Legislative Network Briefs," which tracks legislation on the state and federal levels and discusses the DPMA's position. A recent issue, for example, briefly described the 12 bills in 11 states dealing with computer crime. When members get involved with a bill, Collins and the DPMA help coordinate their efforts, provide them with background information and even help them with specific testimony.

Even more attention to governmental affairs would be good, Collins says. "The industry is so young and volatile that it may be more vulnerable to political issues." Government people are often "unaware of what all the issues are, because the issues

are not yet established," he explains. He does think that DPMA members are getting more interested and, as the issues devel-

## Who ya gonna call?

THE FOLLOWING is a list of the addresses and phone numbers of some of the computer industry's trade associations:

**The Data Entry Management Association**, 101 Merrit 7, Norwalk, Conn. 06851. Provides information to managers involved in both traditional and emerging methods of data entry, such as key-to-disk, on-line and distributed processing, voice entry, personal computers and word processing. (203) 846-3777.

**ADAPSO (Computer Software and Services Industries Association)**, 1300 North 17th St., Arlington, Va. 22209. Provides software and service firm members with programs in research statistics, government relations, joint purchasing, legal support, public relations, international marketing and management. (703) 522-5055.

**Computer and Business Equipment Manufacturers Association**, Suite 500, 311 First St., N.W., Washington, D.C. 20001. Identifies and resolves issues of importance to the industry and supports the development of industry standards. (202) 737-8888.

**The Computer and Communications Industry Association**, 666 11th St., N.W., Washington, D.C. 20001. Participates in national policy debates on issues that determine the environment in which member companies compete. (202) 783-0070.

**Independent Computer Consultants Association**, P.O. Box 27412, St. Louis, Mo. 63130. A national network of computer consultants who exchange ideas and concepts. (314) 997-4633.

op, he sees them becoming more involved.

That is the case with Jim Stace. A self-described "old-timer," Stace has been involved in the DPMA for 25 years, including time spent as the organization's director. Now working as

the DPMA for 25 years, including time spent as the organization's director. Now working as

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the MIS director of City Hall in Somerville, Mass. Stace first got involved with legislation "in the early '80s, because I felt there wasn't enough legislation and monitoring relative to the computer industry."

At that time, there were no legal remedies for computer

crime, a realization he found out the hard way. Stace caught someone breaking into a computer system and defrauding the company for which he was then working. "But there wasn't any legislation around to convict him, so he had his hand slapped and was let go. That got me go-

ing," Stace says.

Since then, he has been involved in various bills, ranging from 1706 to the software sales tax to VDT safety. He reports his findings through the legislative network and to his local Boston DPMA chapter. The chapter, with a membership of 235,

discusses legislative issues at board meetings and then at general meetings at which "60 is a good head count." When asked if other members are interested, Stace pauses before answering. "I guess so," he says. "There's some interest but nothing very strong."

That, however, is clearly not enough for him. "There needs to be a voice representing the computer industry.... If I was going to be part of this industry, part of the profession — and I have been for a lifetime — I thought we should be heard in a democratic way."

## MIS-related concerns pepper state, national legislation

**BILLS THAT AFFECT MIS** dot legislative dockets around the country. They range from computer education bills and research and development tax credit provisions whose impact will be felt only in the long term, to computer crime legislation or the taxation of custom software and computer services whose implications are more immediate. What follows is a snapshot of some of the state and national issues:

- **The Lubrizol case.** In a 1985 court case, *Lubrizol v. Richmond Metal Finishing*, the unexpected happened to Lubrizol Enterprises, Inc., a metal finishing company in Ohio. According to Ted Heydinger, vice-president of CREMA, Lubrizol had licensed a metal finishing process from Richmond Metal Finishing, Inc. When Richmond Metal declared bankruptcy, the bankruptcy trustee took the license away from Lubrizol, and a federal appellate court upheld the action. The implication to MIS, Heydinger explains, is that "you, as a licensee for a manufacturing process, or product or for software, can get caught out in the cold, unable to use it anymore."

Herb Wansley, executive director of the Intellectual Property Owners Association (IPOA), says that since that court decision, "the presence of Lubrizol has had a chilling effect" among companies buying licensed products. It's particularly relevant, he points out, "given the large number of small software creators and the large number of bankruptcies." By slowing down the making of deals, he claims, Lubrizol is "bad for the industry, because the best way to make technology advance is to get it to diffuse more quickly."

Concerned groups, such as CREMA, the IPOA and ADAPSO, formed a coalition to overturn the court decision through legislation. The bill, which resulted from much lobbying in Congress and long discussions with the legal community, was passed by both houses in October.

- **Computer crime.** If you have a security system on your computer, your data should be legally protected from intruders. That's the thrust of a computer crime bill introduced in Minnesota, according to Mary Texer, manager of technical training and administrative services at the Minneapolis Federal Reserve Bank and president of the local DPMA chapter in 1988.

Whether it's on a personal computer or a large network, whether it's perpetrated by a hacker looking for kicks or someone looking to defraud or wreck havoc, unauthorized access and unauthorized use of computer data would be crime under this legislation. In addition, the bill sets penalties ranging from misdemeanor to felony and includes

jail sentences and fines.

The bill, sponsored by state Senator Darril Wegscheid, who is also a DP manager at 3M Corp., is based on the Model Computer Crime Act written by the DPMA. Texer and other members of the local DPMA chapter worked with Wegscheid to tailor it to Minnesota, which already had another security bill relating to computer hardware on the books. The bill passed the state Senate but was rejected by the House. Texer says they will try again next year.

The legislative push in Minnesota has company elsewhere. New computer crime legislation, to go along with bills already passed, is in the legislative hoppers of at least 10 other states, according to the DPMA.

- **Telephone tariffs.** Worrying about phone bills is not a glamorous part of a DP manager's job, but an outlay of hundreds of millions of dollars cannot be ignored. Brian Moir, counsel for the International Communications Association (ICA) says that amount is what businesses have been overcharged during the past three years on the access rates they paid to connect long-distance lines to local phone networks. DP managers should be particularly interested, he reports, because the private-line circuits involved are primarily data circuits.

For three years, some of the carriers charged high-capacity services up to three times the rate set by the Federal Communications Commission and lowered the rates on other services so their total return was within FCC guidelines, Moir says. The regulatory agency is investigating the discrepancy but is dragging its heels to protect the carriers, he charges.

The ICA has lobbied Congress to amend part of the FCC Authorization Bill. It wants to limit the amount of time investigations can take and to make it easier to take the FCC to court, where its rulings can be challenged. The legislation, Moir adds, "could even involve refunds."

The bill passed Congress in late October.

- **Section 1706.** As part of the Tax Reform Act of 1986, Section 1706 tightened the tests consultants have to pass to prove their status as independent.

By making it more difficult to be an independent consultant, Section 1706 hurts information managers, according to Joseph Collins, the DPMA's director of public affairs. "The issue for DP people," Collins says, "is that they like being able to hire consultants on a temporary basis. It gives them flexibility and means they don't have to pay full benefits." The DPMA and other groups have tried to amend the bill but have failed.

However, some in the computer services industry like the legislation. ADAPSO, which represents professional services firms brokering from two to 2,000 consultants, thinks Section 1706 is fine with out the proposed amendments. According to ADAPSO Vice-President Mary Jane Saunders, "1706 essentially corrected a tax loophole. Now we have a law that's clear, a law that's being enforced."

But others say the root of the issue is that different players in the consulting marketplace have different interests. Jack Christensen, executive director of the Independent Computer Consultants Association, one of the groups opposing the bill, claims that, historically, "large service industry companies employed the programmers, paying them all the employee benefits. They never liked the fact that consultants can go out and market themselves to DP clients more cheaply than the large brokers can." Section 1706, he reports, could change that.

- **VDT use legislation.** In June, the legislature in New York's Suffolk County passed the country's first law to directly regulate VDT use in the private sector. Related legislation has been introduced in 15 other states without success, says David Legrande, director of safety and health at the Communications Workers of America (CWA), a main supporter of VDT regulation.

Though the CWA will continue to push the legislation, Legrande is not optimistic it will pass elsewhere. "Without good strong data [on the health and safety issues], we won't be able to counter industry, which is out there in full force." Nevertheless, the District 3 local of the CWA involved in Suffolk County may try to test the waters in several counties in upstate New York.

The VDT bill, whose provisions will go into effect in Long Island County during the next two years, applies only to businesses using 20 or more computers and to operators who work at terminals at least 26 hours a week, according to "VDT News," a newsletter published in New York. The law sets ergonomic standards for workstations and work areas and requires employers to provide rest breaks and pay for 80% of the cost of eye exams and glasses.

Unlike the 1706 provision, computer industry groups agree on this one. "Our members like the intention of the law to make the workplace safer," says Chet Marchewski, editor of the Data Entry Management Association's newsletter, "but they are worried about the cost. Some have already implemented some of the features of the law and want to do it at their own pace." — MARK BRENNERT

# The dynamics of downsizing

BY STAN KOLODZIEJ

h, what webs we weave. Not all of them are tangled, however. There are success stories out there of corporations that have left all or a good part of their mainframes behind and taken a chance on local-area networks.

Taking a chance on personal computer LANs is probably not too strong a statement to make. After all, mainframes and minicomputers are still icons of U.S. corporate computing and abandoning them is not an easy choice for MIS, despite all the benefits of that decision — the

economic lure of lower processing and maintenance costs associated with personal computer networks, relief from the pressure of getting the guts of computing closer to users and the markedly better LAN software and support that has entered the market in the past two years.

"It wasn't an easy decision," agrees Don Simpson, former director of information services and purchasing at Texas City Refining, Inc. in Texas City, Texas, and now the MIS director of the New England energy company that recently bought Texas City Refining. "But we were paying \$700,000 a year to maintain our [Sperry Corp. 1100] mainframe and \$80,000 a year just on the [mainframe's] terminals. That was a good reason to start looking at alternate technologies."

Simpson lists other reasons that helped point him in the direction of PC LANs.

"Most of the engineers we were hiring directly from school were PC literate, and there were a lot of desks that were carrying both PCs and terminals," Simpson says. "It was awkward, and it was creating a duplication of costs."

Simpson adds that Texas City Refining was starting to spend a good deal of money putting in PCs and then running cable into multiplexers.

"It's difficult and costly to wire devices into multiplexers," Simpson explains. "We had about 75 PCs scattered throughout the refinery, and it was costing \$700 to put in a special [mainframe link] card and all the cabling that went with it."

On the other hand, Simpson says, he could plug a PC network card into a micro for \$500, adding that cabling is much eas-

*Rebelling in Computerworld Focus' under editor.*



er in a network environment than it is in the natural gas refinery's hardware-defined environment.

With such sound economic reasoning in tow, Simpson approached his superiors with a plan to replace the mainframe with a PC LAN. He says there wasn't much room for argument.

"If you saw what we were doing, it was pretty incredible," Simpson says. "I've been in this business 17 years, and I was surprised because the worst case scenario wasn't had at all. The worst case was that I would spend \$94,000 and serve \$80,000 a year. So the payback [time] was a little over a year."

"The most likely case was that not only would I do that, but I would also be able to [link] our [Digital Equipment

Corp.] VAX computers."

The best case was replacing the Sperry mainframe and putting more Intel Corp. 80386 processor-based micros in the plant at a one-time cost of less than \$300,000. That would leave the company way ahead of the game, Simpson maintains. Any way Simpson looked, it was a win-win situation.

In the end, management gave Simpson its OK on the LAN strategy.

"The first priority was to replace the mainframe terminals," Simpson explains. "We spent the \$94,000 to put 75 PCs on a network. The price included the laying of all the cable, all the network cards and all the software. It also included the file servers, the communications servers, the fiber-optic links and the repeaters."

The network would extend from near-by Texas City Refining administration buildings to the refinery. Simpson first installed an Ethernet backbone network in the administration buildings. Connected to this backbone were what he called six "cheapies," or less-expensive, Ethernet-compatible wiring networks. Because of the distance limitation of 3,280 feet inherent in Ethernet cabling, Simpson decided to use fiber-optic cable to extend the network trunk into the refinery, which is almost a mile and a half from the farthest administration building. In all, he had 32 fiber-optic links running to the refinery, at which point they connected with another 3Com Corp. Ethernet network.

Simpson says Texas City Refining's in-house engineers were able to install all the cabling and now handle PC and LAN maintenance.

However, for the remainder of the project, the company turned to networking vendors. The choice of LAN vendors

## MAINFRAME EXODUS

was short-listed to 3Com and Novell, Inc.

"At one point, we had three different Novell deals on ice, and out of one of them could get the complete network up and running," Simpson insists. "They didn't have full Netbios support, and that was preventing us from getting to the Sperry mainframe," he explains. "I brought in one 3Com dealer, and in one day he managed to accomplish what three Novell dealers couldn't accomplish in 30 days."

## Down to the wire

However, 3Com also had some drawbacks, Simpson says. For one thing, the company's emphasis on Ethernet with its distance limitations restricted Simpson's options for wiring the refinery. Novell offered more wiring alternatives, "but the dealers didn't come through," he explains.

There are now about 120 nodes on the refinery network, mostly a mixture of Tandy Corp. 386-based machines and IBM Personal Computer ATs and XT's. All of these access and analyze data from the two mid-range DEC VAXs, which monitor refinery operations. The LAN workstations use software rewritten by Simpson from the mainframe to the LAN.

In the meantime, the five-year lease on the mainframe expired during the summer, and the machine was scheduled to be shipped back to Unisys Corp., of which Sperry is now a part. The refinery LAN is on its own and running without a hitch, according to Simpson and his replacement at Texas City Refining, Ronald Mason.

However, Simpson qualifies the success and independence of the LAN installation somewhat, in light of certain events.

This past summer, a New England-based energy company purchased Texas City Refining.

"The new owners reduced the number of Texas City Refining administration employees by 130, decided against renewing the lease on the Sperry mainframe and moved all Texas City accounting systems to the corporate mainframe in New England," Simpson explains.

But Simpson's selling job wasn't quite over. He still had to sell his new business and the company's MIS culture on the concept of a major operation on a LAN, something that was not quite easy, Simpson says.

"We did intense investigation, we did some benchmarks to prove that our technology would handle the [processing] load and we developed some of our own software tools that would help us manage the network better," Simpson explains. "In the end, we convinced them that a PC network could handle the load."

Using Microcom, Inc.'s R-Base for DOS software, Simp-

son and his staff wrote several accounting and refinery programs that run on the network, part of a total that Simpson estimates to be close to 100 programs.

"One of the secrets, I think, is to look at the network as a mainframe," Simpson explains. "Every PC is in and of itself its own processor, and the chances of 100 processors being down is pretty slim."

Instead of installing a single large file server, Simpson reports that he opted to install several file servers because they could localize network contention, which becomes the most important link on the network, he says.

"We decided to locate all programs locally on a [network] machine, which is why we haven't installed anything less than an XT in power," Simpson says. "For example, if I need 100 copies of [Lotus Development Corp.'s] 1-2-3, I buy 100 copies of 1-2-3, and I put it on every machine, and I don't have to pay the price for all the program licenses over the cable."

"If you get into very heavily overlay-driven software like R-Base for DOS and [Johnson-Tate Corp.'s] Dbase 3 Plus, and you get even 20 or 30 users trying to share that program, you're beaten. You're putting a lot of fetching or program overlays on the cable, which burns the cable," Simpson explains.

**"One of the secrets, I think, is to look at the network as a mainframe. Every PC is in and of itself its own processor, and the chances of 100 processors being down is pretty slim."**

JOHN SIMPSON  
MIS DIRECTOR OF A NEW ENGLAND ENERGY COMPANY

"You're also putting a heavy contention on an I/O device because a file server. If you put the software out on the local network machines, that problem completely disappears from the network because users can work at higher local speeds."

In Texas City Refining's case, not all the LAN sailing was smooth, however. One hurdle was acclimating 100 users.

"There was a significant training curve to overcome—how to get on the network, how to use spreadsheets, how to use a word processor. One hurdle was developing some in-house training courses. Suddenly, users expected us to solve all their problems. That took away some of our [software] development focus for awhile," Simpson confesses.

Other problems included monitoring the network. On a mainframe, he explains, there are lots of software tools to aid operators in gauging the processing burden on the machine.

"On a PC network, there aren't as many tools, so it's hard-

er to know when you're overburdening a file server or a cable and how many applications it's possible to put on a network," if you say, although he adds that both 3Com and some third-party software packages provide adequate on-line data scopes to monitor network capacity.

"I've been told that is the Ethernet criterion, if you put a 25% to 40% load on the cable, you're probably going to lose irregular response time," Simpson explains. "When I left Texas City Refining, we were seeing an average load on the cable of between 5% and 7%, with peaks at 11% and 12%. The networks still have a lot of capacity left."

To expand the Texas City Refining network, Simpson explains, it would be a simple case of plugging in another server, but he warns that such a move will not work for every LAN.

"For example, if your LAN files are too large, there could be many transactions in a data base that a second server might not help," Simpson says. "You might need to boost the disk space. In our case, we determined beforehand that none of our files were going to be so big that they would go over the 32M-byte file server limitation."

"And where there might be a problem, we figured it out and designed ways to get around it, because you can segment data, and with the data being in a rela-

tions, was too much data that was too centralized. What Advo System wanted to do was distribute that data and make it available, immediate and more accessible to its branch managers, who make sales pitches to potential mail-order clients in the field."

Installing remote mainframe terminals was not going to do it. The users need more intelligence of PCs to store, access and manage large amounts of data on the spot, Turnbull says.

Advo System looked to LANs. It installed a 25-workstation Novell LAN in Columbus, Md., and, subsequently, another nine-node Novell network in Los Angeles, both of which are located in two of Advo System's regional research centers.

## Quick download

Turnbull says that data can be downloaded quickly from the Hartford mainframe onto one of the LAN server's PC disk drives. Most Market Finder LAN files are still relatively small, only about 25M bytes, but Turnbull says there are several sequential files that can be accessed from mainframe storage tapes, print-managed and put onto LAN PCs. That option can account for approximately another 45M bytes of data for each network.

Market Finder software also runs on stand-alone PCs at six separate Advo System branches, where the data is deposited on 115M-byte PC hard drives.

The LAN file servers at Hartford and Los Angeles have two of the file servers at the Columbia installation, for example, are 20-MHz Compaq Computer Corp. machines carrying 300M-byte disk drives.

"The salesmen use the LAN data to create a booklet that they bring to clients," Turnbull explains. "The booklet contains a plotter-created map showing a store's ZIP code area, where a store is located, with a radius circled in there. There is also a page attached showing associated ZIP codes with mailing counts, so the client can see exactly where his mailing is going to be sent and [what] mailing options [are] available within various radii."

"What it's done for Advo System in areas such as the South is bring in clients that we didn't have a shot at before because we didn't have certain information at our fingertips," Turnbull claims.

Not everyone within Advo System has found the LAN relief, however.

"In any company, you have those who are for micros and others who want to maintain the mainframe status quo," Turnbull explains. "We're not an exception. We try to have a balanced approach, and that means we don't have real big plans right now for our LANs."

That may be true for Advo System, but at energy consulting firm American Management

Systems, Inc.'s (AMS) Houston office, there are big plans in store for its 2-year-old LAN.

When Arlington, Va.-based AMS decided to set up an office in Houston a few years ago, it sent to the site some MIS staff members who decided that, instead of installing a minicomputer or mainframe, they would install a LAN like the one they had previously set up in Arlington.

"We followed in Arlington's footsteps," explains Stephen Kilgo, a principal in the Houston AMS office. "At first, the head office used the LAN almost exclusively for spreadsheet, accounting functions and the usual [LAN] applications. That's what we did. Now they are starting to use the LAN to build CASE products for their clients. That's been the major reason for clients in the gas and oil business."

More specifically, Kilgo explains, the AMS head office has been using AMS' own mainframe-based Core Foundation Software development program and such products as Micro Focus, Inc.'s Micro Focus Cobol and various debugging tools to pare Core down to a PC-based computer-aided software engineering (CASE) product.

"They're actually doing the development and maintenance of the PC-based Core product right on PCs, on the LAN, not on the mainframe," Kilgo claims of the MIS staff members at headquarters. "For most of the final testing and implementation of that product, however, they will still port it over to the mainframe."

Kilgo says his Houston staff soon hopes to follow the same path and develop PC-based CASE products on its 30-user Ethernet-based LAN that the staff installed.

## Word of caution

Despite apparent pluses, none of the three companies listed above have any immediate plans to jump into a corporate-wide, wholesale push toward PC LANs. Simpson, Kilgo and Turnbull describe their companies' approach to PC-based networks as optimistic but tinged with caution, building gradually on each LAN success.

In general, it appears the MIS mind-set still has some MIS managers feeling uneasy moving from their experience with mainframes and other large systems.

"It takes time," claims Jim Peralta, chief executive officer of IMRS, Inc., a Stamford, Conn., developer of both PC and large systems-based financial application software. "In my experience with the market, many users have a LAN and PC technology has been in place for a few years now. That's not the issue anymore. Now it's a psychological issue. MIS is only slowly accepting the fact that PCs can now do the job of a mainframe."



# Backdoor LANs

*How  
to manage  
unsanctioned  
networks*

BY MARC CECERE



nce stand-alone personal computer users are given access to a local-area network, controlling them is like trying to corral fish within a picket fence.

Industry research company Forrester Research, Inc. recently stated that by 1992, 35% of PCs sold will be networked. Forrester's "LAN Futures" report claims that within the Fortune 1,000, 55% to 60% of new PCs acquired in 1992 will be connected to LANs. Furthermore, another study by the Cambridge, Mass.-based

organization concludes that by 1992, 30% to 40% of applications will be created outside of MIS influence. LANs are proliferating, and MIS is losing control.

LANs are more often than not brought in by a group with a communications problem looking for an immediate solution. This group doesn't care much about corporate communications policies and often looks at the MIS department as something to be worked around. The major problems with these renegade LANs appear afterward, when users find that the mass of cables, boards, software and hardware requires considerable care and feeding.

The following are some of the problems that arise when LANs get out of hand:

- **Incompatible software and hardware.** One government agency was employing five different and largely incompatible LAN protocol environments from at least a dozen different vendors, a smorgasbord of applications software and an unknown number of monitoring and control systems. Network problem solving and support required the help of several groups, each specializing in its own LAN. Because of incompatibilities, documents were shared by printing copies, transporting them using interoffice mail and rekeying them into another host.

Ironically, users blamed the MIS group for this mess, though most of the LANs were backdoor LANs brought in by resourceful employees successfully circumventing what they felt were MIS's restrictive and time-consuming purchasing policies.

- **Redundancy in installation and maintenance.** The procedures for installing and maintaining different LANs, PCs and so on will vary, requiring more support staff and training.

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## RENEGADE LANS

- **Redundancy in training.** PCs on a LAN are increasingly used for applications that interweave LAN software, communications and applications training. This need to be supported together. Unfortunately, because user training is often a low priority, users are many times faced with inadequate training in the use of both the applications and the expensive communications tools. They end up becoming familiar with only the bare minimum of functions required to do their jobs. The result is inefficiency and a questioning of LANs' usefulness.
- **No group leverage in system purchases.** Giving groups of MIS and users the corporate clout to be involved in system purchases is useful when network

problems occur that require vendor assistance and when quick turnaround time is required on an order because of the pressure groups can exert.

- **Minimal user input to MIS.** If MIS cannot manage the network resources, users will be less inclined to offer the input that MIS requires to provide corporate solutions.
- **Bootleg software.** Without oversight, illegal copies will inevitably appear.
- **Erosion of MIS responsibilities.** The sum of all the aforementioned problems is that MIS will lose control of LANs and the computers they link.

Faced with such problems, MIS departments have frequently taken one of two tactics. Some have cracked down on

backdoor LANs and taken strict and complete control of data communications and data processing. Others have thrown up their hands in despair and let users run their own networks.

MIS managers who tighten the controls on LANs often do so by lengthening and enforcing signature cycles, generating approved lists from which users can select systems, eliminating loopholes for unapproved purchases and identifying detailed requirements for all communications purchases.

One insurance company on the East Coast, realizing its LANs were getting out of control, set up such strict guidelines. All LANs had to be IBM Token-Rings, all word processing, spreadsheet

and communications software had to be bought from one vendor and a corporate standard workstation was mandatory. The firm then went a step further and defined a standard format for memos, reports and exhibits. The result of these good intentions was a network barely used, dissatisfied users taking pride in finding creative ways around the data processing tools, illegal software and an MIS staff often ignored and scorned.

The opposite case is that of a university in the state of New York that allowed individual colleges to manage their LANs in whatever way they wanted. The colleges, liking the autonomy but not really wanting to operate networks, left the users to their own devices. The result of this laissez-faire management resulted in many mini MIS departments, virtually no electronic connectivity between working groups (other than some terminal emulation) and heated turf wars between the mini departments.

Clearly, neither of these examples is the right strategy. MIS must ensure that it does not fall into either trap by keeping in mind certain goals. Not only should MIS strive to provide cradle-to-grave

Not only should MIS strive to provide cradle-to-grave support, but it should also have knowledge of all LAN and related purchases.

support, but it should also have knowledge of all LAN and related purchases. MIS should get users involved and allow them to experiment and be creative in their use of LANs, keeping the MIS department informed of developments. In addition, it must ensure that users are involved early in the procurement cycle and continue this involvement throughout the LAN life cycle. Finally, MIS should know enough about the company's business to provide the right tools and identify areas in which communications can directly aid business objectives.

These suggestions are the minimum prerequisites for the successful use of LANs. The key idea is for MIS to be a friendly, responsive resource that saves users time and effort by providing them with information on what LANs do, what applications are most useful and what is compatible with what. Additionally, MIS can help drive company direction, providing management with information on how to use communications strategically.

To start down this path and begin forming a corporate communications policy, MIS must put the following pieces in place:

- **Work with users.** MIS departments should determine user needs, perhaps through user/MIS committees or by publishing a newsletter.
- **Develop corporate standards.** Systems and software standards need to be based on requirements identified by working with groups of users. From this interaction, a list of recommended software and hardware should be made public. Items on the list should satisfy user needs within the framework of corporate policies and should be flexible enough to support occasional special requirements. Users should want to select from the list rather than being forced to accept it.

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• **Provide templates.** Templates are guides used to create memos, write reports and make presentations. The templates will often include a company logo, the appropriate spacing, margins, page numbers and the commands to create a table of contents. These tools let users focus on the creative parts of their jobs rather than on the formatting mechanics.

Creating these templates means sitting down with users and talking about their requirements. Old copies of reports, slide shows and so on are a good starting point for discussion, but improved versions of these items should be included to show users how they can produce better products as well as work more efficiently and creatively.

Templates will greatly encourage users to use the network and allow a central authority some measure of control. Templates tell users that the MIS department is out to make their jobs easier.

• **Set up libraries of boilerplate material.** These libraries are on-line files organized with logically named directories containing material to be used in proposals, presentations, reports and so on. The material may include biographies of employees, company background data, templates and organization charts. Mechanisms should be in place for users to create their own libraries. MIS-filtered versions of these homegrown libraries can be incorporated into the central library.

As with templates, libraries are the goodwill ambassadors of the MIS department. If done right, they show that MIS can be trusted and that centralization of some functions is not necessarily bad.

• **Set up a single point of contact.** The point of contact can be a phone number or, in small firms, a person who maintains control of a problem. This contact point does not necessarily solve a problem but is responsible for trying to get a resolution and for keeping the user informed of status. Status reporting is often overlooked but is one of the easier ways of making allies.

• **Respond quickly to requests.** The most common terms used regarding MIS involvement with LANs is "roadblock" and "bottleneck." The opposite should be true. To get users to say their MIS department "greases the skids," it must set up mechanisms for quick purchases.

• **Encourage users to experiment.** Users can be the most active sources of innovation. Tinkers should be allowed to tinker even though it will be necessary to provide some insulation for operational LANs. This may require filtering bridges or even separate experimental networks. The point is that these tinkers should not be orphaned simply because they are a little bit out of the mainstream. They should be supported and encouraged to share what they develop or learn with MIS.

• **Invest in a network management scheme.** Ideally, this would be a system that manages voice and data communications systems as well as PCs, minicomputers and mainframes. The payback from such a system in terms of reduced manpower, faster response time and maximization of resources can be enormous. Unfortunately, the disjointed state of network and system management dictates that any integration will come from a mixture of procedures and systems.

Conversely, there are management systems that focus on a single vendor's product with little available for crossing ven-

дор boundaries. To provide this cross-vendor management, manual procedures need to be in place to determine such items as network topology, the source of excessive retransmissions and the number of users accessing a host. It is through people using a variety of monitoring and control systems and then interacting with each other that the management of LANs and all other communications systems will be accomplished.

It should be MIS's goal to put in place procedures that increase problem resolution, that allocate this resolution to the most knowledgeable person and that implement logging methods to ensure that historical data is kept.

Gradually, these manual procedures

will be replaced by automatic systems. To take advantage of this, MIS should keep track of the progress of standard committees such as the Institute of Electrical and Electronics Engineers, Inc. and the International Standards Organization as well as the products being offered by such network management industry leaders as Digital Equipment Corp., IBM, AT&T and Hewlett-Packard Co.

• **Become involved in mainstream business.** The more MIS is actively involved in the primary business of the company, the greater the benefit to the company. In effect, the network becomes more than a utility. For example, DEC makes extensive use of its internal LANs and wide-area networks for research, de-

velopment and in sales at demo sites. In manufacturing, General Motors Corp.'s LANs are used to connect robots and processors for just-in-time manufacturing.

MIS managers should not get so bogged down in tactical fire fighting that they miss these strategic possibilities. A survey by United Research Co. in Morristown, N.J., showed that of 286 chief executive officers surveyed, 69% felt that the success of their companies was closely linked to their ability to gain a competitive advantage using information systems. To exploit this opportunity, MIS can no longer look upon its function as separate from that of the company. It must become more involved as a tool of business rather than merely as a utility.



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# Science projects

## *Schools experiment with networks for business*

BY STAN KOLODZIEJ

**A** number of the industry's best and brightest network technologies have come out of this country's colleges and universities. As the 1990s approach, more computer vendors will be looking to graduate these networks from the environs of academia to the fast pace of the business world.

The relationship between U.S. universities and computer companies

has always been a close one. Rex Krueger, vice-president of Higher Education Marketing at Control Data Corp. in Minneapolis, for example, says that his company has been working with universities on research projects dating from the 1950s, starting with the University of Illinois and computer-based education and, more recently, with the creation of an extensive engineering network linking various universities such as Purdue and MIT. This kind of research has resulted, Krueger says, in network software products such as the Metaphor user interface system being incorporated into Control Data's recently introduced Transparent Computing Environment.

Krueger's company is not alone.

"It's typical of companies to go to universities and develop products," Krueger explains. "The risks seem a little lower than in the private sector, and if you do fail, it's not necessarily with a crash," he continues, alluding to the harsher glare of publicity that can dog product development in the private sector.

Kolodziej is Computerworld Focus' senior editor.



Whatever the reasons, the interaction between the private sector and universities seems to be heating up, with networking research and development making up a big chunk of this relationship. IBM, for example, is now working with Merit, Inc., a networking consortium of Michigan universities, on a large-scale project to revamp the National Science Foundation's (NSF) NSFnet national backbone network, which links supercomputer facilities at research centers across the U.S. Prior to the IBM deal, Merit was awarded \$14 million late in 1987 by the NSF to upgrade and supervise the operation of NSFnet for five years.

The original NSFnet, based on 56K bit/sec, dedicated AT&T Dataphone Digital Service lines, was thought to be too limited for NSFnet's expanding user base, which the NSF says increased by approximately 200% in 1987 alone. The upgraded network will clip along at 1.54M bit/sec, and will also provide access to seven regional research networks as well as the six current supercomputing centers.

To handle the increased volume, NSFnet will run over T1 fiber-optic networks and microwave links, and upgraded T3 technology of up to 45M bit/sec. might also be used in the future.

IBM has been subcontracted by Merit to provide the software and hardware for packet-switching systems at the supercomputing and regional network centers. What IBM gets from this undertaking is not just monetary rewards, however.

NSFnet uses the Transmission Control Protocol/Internet Protocol (TCP/IP) set of transmission standards. TCP/IP, developed in the 1970s by the U.S. Defense Advanced Research Projects Agency (DARPA), has left the scientific-research environment to become a major commercial networking success and migration path to the Open Systems Interconnection (OSI) standard.

Both TCP/IP and OSI are going to be major vehicles in the movement toward large corporations integrating their multi-division systems, and an important part of such network integration is going to be network management, the brain center of large-scale, enterprisewide networking.

#### What's in it for me?

And here's the Big Blue payoff: IBM has made no secret that it intends to use its NSFnet experience as an important R&D opportunity to fine-tune its Netview network management system for TCP/IP and OSI use.

Professor Douglas Van Houweling, vice-provost of information technology at the University of Michigan, which is a Merit member and an NSFnet user, says he thinks streamlining Netview in IBM's biggest goal.

"The first goal is for IBM to develop technology that allows it to provide and be properly connected to networks using the DARPA protocols," Van Houweling says. "Coming up with the switching technology and the processors that will back it up is important, and a natural extension of

that would be to extend its Netview/PC to manage Netview networks."

Why did IBM — and not AT&T or some other telecommunications company — get the NSFnet switching contract?

"Let me make it clear that Merit approached IBM, not the other way around," Van Houweling explains. "We had earlier conversations with AT&T about these [switching] issues, both with regard to regional and national networking, and while some interest was expressed, it was never very strong."

"AT&T, Northern Telecom and the standard telecommunications carriers tend not to have expertise in TCP/IP switching," Van Houweling maintains. "So we needed a computer company in this business, and it was clear we needed a computer company with some resources to invest. It was evident from budget proposals with the NSF solicitation that the NSF was not in a position to make a major investment in technology."

Eric Aupperle, director of the Merit Computer Network, explains that Merit's internal data network carries a great deal of packet-switching equipment, the software and hardware of which Merit has developed on its own during the years. Merit itself is bound to benefit from any advances in packet switching.

"There are 30 of our larger packet switches and 240 smaller packet switches along with 270 nodes in Merit that stretch across Michigan," Aupperle says. "Therefore, much of the NSFnet switching development will also find its way to Merit's own network."

IBM already has some preliminary TCP/IP management software in place that runs on IBM's RT Personal Computers and implements the X Windows network user interfaces developed at MIT. IBM's network management software runs under TCP/IP's Simple Gateway Management Protocol but is only the first step toward the kind of extensive TCP/IP network management system that IBM is aiming.

According to Ellen Hancock, general manager of IBM's Communications Systems Division, the NSF network project will pay the company big dividends later on. In talking with Hancock, a bigger networking picture emerges.

"Our agreement with the NSF is that we will use that same network management support to migrate NSFnet from TCP/IP to OSI," she says, adding that IBM will provide OSI support for its Application System/400 supercomputer line.

Already supporting TCP/IP under IBM's VM operating system, the company has recently migrated the protocol to IBM's large systems MVS operating system, a mainstay of the company's Systems Network Architecture (SNA), Hancock says.

The NSFnet project will no doubt help IBM position Netview as the network management link bridging its de facto and official standards networking environments: SNA first, then TCP/IP, and eventually, OSI. Seen in this light, IBM's work with NSFnet could play a big part in its commercial product strategy.

IBM also has its research fingers in the Andrew File System, a high-speed file exchange network that it is co-developing with the Information Technology Center at Pittsburgh's Carnegie-Mellon University. The software File System will involve a special software protocols and a high-speed network that will initially connect

to at least 10 sites outside the university.

The Andrew File System is a mixture of Ethernet and IBM-supplied Token-Rings tied together by network bridges. It uses Sun Microsystems, Inc. workstations, IBM RT PCs and Digital Equipment Corp. VAXs as file servers. The LANs are connected to the backbone network by fiber-optic links running from various campus buildings to Carnegie-Mellon's University Computing Center building. TCP/IP network protocols are used for transmission. There are currently about 1,000 campus workstations connected to the Andrew File System network.

The Andrew File System is part of a larger collaborative effort of software projects called Project Andrew, started in 1982 and funded by IBM. Project Andrew's charter has been to build a prototype university computing environment.

Under the Project Andrew umbrella, Andrew File System software finds a place beside other such research concerns as user interfaces (involving object-oriented tool kits for building user interface applications), windowing systems, document editors and messaging systems.

Alfred Spector, director of the Information Technology Center, claims that the Andrew File System is superior in features to other file transfer systems on the market.

"First, the [Andrew File System] interface system does more caching of information on local workstations to reduce the network load by less frequently having to go across the network for data," Spector explains. "It also reduces delays to users because they have local data, rather than having to continually refresh it from the file system."

Spector says that the Andrew File System also contains protocols designed to run over long-haul networks, enabling them to stream data at very high rates.

"We've experimented and attained streaming rates of close to 400K bit/sec, between here and MIT across the NSFnet," Spector claims.

#### In step with the market

Spector says he does not feel that research like the Andrew File System is too far ahead of market needs.

"I think our [file] system is larger than most people are selling today, but that doesn't mean that it's larger than the needs of companies," Spector reasons. "If you're General Motors and you have a number of divisions, you have accounting people in all divisions, there's every reason to believe that one would want to have all those divisions, even if some are located in Pontiac, Mich., and some in Fremont, Calif., to be able to share information."

"We think that's going to be one of the big benefits of the Andrew File System — that it will enable close collaboration with companies, even when those groups are geographically disparate," Spector claims.

As for the Andrew File System, he is reluctant to declare that its protocol will become a networking industry standard.

"I can't predict that our technology will become a standard, but I can say, as a scientist, that the ideas, the caching, the security and protocol ideas in the Andrew File System will be the basis of file systems in the future," Spector claims. "I'm confident of that."



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## TECH TALK

### High-speed I/O chase: EISA bus provides AT alternative

By T. J. Wes

Personal computer connectivity remains to date one of the demanding puzzles for MIS managers. Now with a new computer standard, the Extended Industry Standard Architecture (EISA), the puzzle just got either simpler or much harder, depending on whom you ask.

It used to be that PC connectivity was a relatively simple thing for MIS — simple, that is, in the sense that it didn't happen at all. PCs were stand-alone ASCII boxes that could not talk to managers. At the very most, they might run a terminal emulation program.

That situation began to change with the advent of enterprise-wide networks and new groups of activist end users who demanded access to central data storage, usually without caring much about the results.

(This state of affairs has gotten particularly sticky in recent years. Mainframe storage used to be nonrelational in nature,

with IBM's DMS being one of the better examples of the kind of data storage that used to be the norm on IBM mainframes.

EISA appeals to PC AT users left out in the cold waiting for a Blue bus.

Then along came the relational revolution, and IBM introduced the relational DB2 database for its systems. Where DMS is difficult to access from PC-based systems, DB2 is open. It's based on well-known standards, such as SQL. Furthermore, dozens of other database management system products can talk to it without much trouble. This setup has opened up the grim possibility of end users romping happily — and without much concern for security — through important files.)

MIS thought it had found salvation when IBM unveiled its Personal System/2 line. Prior to the PS/2 introduction, these desktop and desksize units were rumored to have extensive mainframe connectivity features built directly into them.

There were wild and heady dreams of PS/2s connecting to

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mainframes with as little trouble as one might encounter in connecting a phone to a private branch exchange. This link would happen via some magic software in IBM's OS/2, with end-user demands presenting as little danger to mainframe files as wrong numbers present to a central phone directory.

Those dreams may eventually come true. But in some ways, the PS/2 has proven disappointing to MIS. Delays in the development of OS/2 Extended Edition, the operating system in which the connectivity features are going to be most pronounced, and delays in the Microsoft Windows-based interface have slowed acceptance of the PS/2. Far more damaging, though, are the incompatibilities between the Personal Computer line and the PS/2.

In particular, the PS/2's bus, the Micro Channel, has been a problem because of, not in spite of, the fact that it is a very slick piece of work. As a technology, the Micro Channel is a significant offering. A sleek 32-bit bus, it has a very high capacity to support multiple processors and devices. It was expected, almost by itself, to solve MIS' connectivity problems because it could support multiple I/O and communications processors.

The architecture's drawbacks have been in marketing and politics. While the Micro Channel is good, it is hard to license, especially for small board builders. IBM has good reasons for making it that way. The company has seen its PC business eaten alive by inexpensive clones and, this time, wants some kind of account control. But in the process of gaining that control, it has delayed the entry into the market of the board vendors that eventually make any bus legitimate.

Worse news for IBM, though, comes from end users. They are unhappy with the bus. While they agree they like the concepts it embodies, they also confess that it does not support their existing investments in Personal Computer AT boards. If they go with the PS/2, they might have to junk dozens of applications that they have developed and are about to develop.

Continued on page 38

### PRODUCT CLOSE-UP: COMMUNICATIONS TOOLS

## DEC fortifies IBM ties

The road between DEC and IBM continues to get smoother and faster. In a series of product announcements late in August, Digital Equipment Corp. reemphasized its commitment to enterprise-wide networking in general and improved its connections to IBM machines in particular. The offerings, which include new and enhanced hardware and software, are compatible with existing equipment and applications from both DEC and IBM, according to Michael Gayowski, IBM interconnect manager at DEC.

The key piece of hardware is an Ethernet communications server called the DEC Microserver. Based on the 32-bit chip used in the company's MicroVax II, it reportedly provides four times the speed of DEC's current synchronous server. The

device sells for \$12,000.

Running on this processor is a host of communications programs, particularly for DEC users wanting to tie into IBM's Systems Network Architecture (SNA). They let users on one system access files on another system transparently.

At the low end of the rollout is an enhanced version of DEC's VMS/SNA software. It provides a single, low-speed link between a VMS system and an SNA network at a rate of 64K bit/sec., compared with the older version's 19.2K bit/sec. rate. Prices range from \$630 for a DEC Vaxstation II to \$17,290 for a DEC VAX 8840.

In the mid-range, DEC unveiled the network-to-network

Modems debut that stress increased speed, compatibility. See story page 38.

Continued on page 39

BLUE  
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## Peer pressure

Brian Jeffery

**P**eer to peer. Sounds good, doesn't it? IBM has good images of decentralized computing, networks without mainframes and distributed processing.

IBM, we are told, is implementing a peer-to-peer network architecture under its Systems Network Architecture (SNA) using LU6.2 and such things as Advanced Program-to-Program Networking (APPN). But IBM is doing so with a hitch.

The first thing that needs to be clarified is LU6.2. This SNA protocol is marketed as Advanced Program-to-Program Communications (APPC). LU6.2/APPC merely establishes a basic interface through which programs may communicate on a peer-to-peer basis. The approach is different from a genuine peer-to-peer network envi-



ronment, which depends not on the vehicle for program-to-program communications but on the programs themselves and the underlying systems. It is thus feasible for an LU6.2 "peer-to-peer" network to support a fundamentally hierarchical systems architecture.

The trick to doing this is to ensure that the underlying systems environments are equipped with unequal capability. This is what IBM is doing, as seen in the following examples:

- IBM's relational database management system scenario is radically unequal. The central component is the DB2 environment, which runs only under MVS, which is optimized only by MVS/ESA, which is supported only for mainframes.

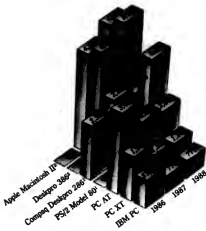
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See story page 27

## next issue

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Connectivity  
knocks

Michael D. Millikin

Personal computer connectivity has become synonymous with "good news." Finding a vendor willing to resource such PC support is about as easy as finding a presidential candidate willing to knock motherhood.

But PCs have undergone tremendous evolution during the past few years and, thereby, have laid the ground for an explosion of different interpretations about what PC connectivity means.

At the low end, connectivity means running a wheezy 8-bit Intel 8088 machine as a terminal to a host. In fact, there are now dedicated terminals that pack more processing power than the original PC. (IBM's latest generation of the 3270 family boasts an Intel 80186 CPU, on-board random-access memory and a 3V4-in. floppy for downloading microcode.) At the high end, we have 32-bit Intel 80386 powerhouses that can operate as fully functional nodes in a distributed network computing environment with full cooperative processing in a client-server model.

About the only thing those two types of machines have in common is that they can both run the same operating system and applications.

But clearly, constraining the 80386 to run as a speedy Intel 8088 is not good utilization of technology. A variety of options have sprung up to exploit the hardware. We can run the 386-based PCs as Unix machines. We can run them as OS/2 machines in an OS/2 network. IBM will eventually run them as OS/2 Extended Edition machines in its Systems Application Architecture network. We can endow them with graphics user interfaces similar to the Apple Macintosh.

The arrival of more powerful technology has smashed any conception of a monolithic PC world to bits. Complicating things even further is the growing awareness of the need to provide users with a transparent point of access to heterogeneous systems linked together — a common applications environment within a distributed network architecture, if you will.

Only some PCs can play a role in such a configuration. Unfortunately, on the PC-DOS/OS/2 side of the house, the pieces that enable such a solution still aren't fully in place, although the application library may be well stocked. On the proprietary side, the communications, networking and consistent interfaces are in place, but the same wealth of applications might not exist. Truly a dilemma for users trying to do systems planning.

Until OS/2 matures a bit and has a well-stocked application library, there is an opportunity for vendors that can walk in with a workstation that does support advanced communications and networking as well as offer a rich set of PC-style applications. The two likeliest operating system platforms for such a workstation are Unix and DEC VMS. The essential ingredient for success will be for vendors to entice PC-independent software vendors to program for their platforms.

Millikin is vice-president and senior analyst with Patricia Seybold's Office Computing Group in Boston.



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## Send in your Entry Form, today.

Or fax your Entry Form to: 1-508-879-4531.

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### OFFICIAL CONTEST RULES

1. On an Official Entry Form (or a copy), clearly print your name, title, company, name, address, zip code, business telephone and fax numbers, and fill in the five networking topics you're most interested in. *All information must be provided in order to qualify as a contestant.* You are not required to register for Communication Networks to enter the contest. If you win after you have registered, you will receive a full refund.

2. Mail Entry Form to: Communication Networks, "See The Communications World" Contest, P.O. Box 9171, Framingham, MA 01701-9171. Be sure to affix postage.

3. All entries must be received by midnight, November 15, 1988. Contest drawing will be held November 30, 1988. Communication Networks is not responsible for entries delayed, late, mutilated or lost in the mail. Odds of winning depend on the number of entries received. *Only one entry per person.* Entries become the property of Communication Networks.

4. One (1) First Prize, one (1) Second Prize and one (1) Third Prize will be awarded. Winners will be selected at random. All prizes will be awarded, and winners will be notified by phone. Only one prize per individual. Prizes are non-transferable and no substitutions or cash equivalents will be allowed. Winners will be required to provide content for use of their name and picture in advertising and publicity.

5. The contest is open to residents of the continental U.S. and Canada, 18 years of age and older, except employees of International Data Group, its agents, affiliates and subsidiaries. This offer is void where prohibited, and subject to all federal, state and local laws.

6. Contest is sponsored by Communication Networks, which is produced by IDC Conference Management Group, an International Data Group Company. For a list of winners, enclose a stamped, self-addressed envelope with your Entry Form.



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February 6-8, 1989

### OFFICIAL ENTRY FORM

Name (Please print or type.)

Title

Company

Street Address/P.O. Box

City

State Zip

Telephone

Fax CWF811/2

Yes, please enter me in your "See The Communications World" Contest and send me all the details about CN '89. I understand that I do not have to register for CN to be entered in the contest.

The five communications/network-related topics I'm most interested in are:

Just fill in this Entry Form completely, detach and mail it to:

Communication Networks  
"See The Communications World" Contest  
P.O. Box 9171  
Framingham, MA 01701-9171

Circle Reader Service Number 21



# QNX<sup>®</sup> VS. OS/2<sup>®</sup> UNIX<sup>®</sup>

## QNX<sup>®</sup>: Bend it, shape it, any way you want it.

**ARCHITECTURE** If the micro world were not so varied, QNX would not be so successful. After all, it is the operating system which enhances or limits the potential capabilities of applications. QNX owes its success (over 60,000 systems sold since 1982) to the tremendous power and flexibility provided by its modular architecture.

Based on message-passing, QNX is radically more innovative than UNIX or OS/2. Written by a small team of dedicated designers, it provides a fully integrated multi-user, multi-tasking, networked operating system in a lean 148K. By comparison, both OS/2 and UNIX, written by many hands, are huge and cumbersome. Both are examples of a monolithic operating system design fashionable over 20 years ago.

**MULTI-USER** OS/2 is multi-tasking but NOT multi-user. For OS/2, this inherent deficiency is a serious handicap for ter-

minal and remote access. QNX is both multi-tasking AND multi-user, allowing up to 32 terminals and modems to connect to any computer.

**INTEGRATED NETWORKING** Neither UNIX nor OS/2 can provide integrated networking. With truly distributed processing and resource sharing, QNX makes all resources (processors, disks, printers and modems anywhere on the network) available to any user. Systems may be single computers, or, by simply adding micros without changes to user software, they can grow to large transparent multi-processor environments. QNX is the mainframe you build micro by micro.

**PC's, AT's and PS/2's** OS/2 and UNIX severely restrict hardware that can be used: you must replace all your PC's with AT's. In contrast, QNX runs superbly on PC's and literally soars on AT's and PS/2's. You can

run your unmodified QNX applications on any mix of machines, either standalone or in a QNX local area network, in real mode on PC's or in protected mode on AT's. Only QNX lets you run multi-user/multi-tasking with networking on all classes of machines.

**REAL TIME** QNX real-time performance leaves both OS/2 and UNIX wallowing at the gate. In fact, QNX is in use at thousands of real-time sites, right now.

**DOS SUPPORT** QNX allows you to run PC-DOS applications as single-user tasks, for both PC's and AT's in real or protected mode. With OS/2, 128K of the DOS memory is consumed to enable this facility. Within QNX protected mode, a full 640K can be used for PC-DOS.

**ANY WAY YOU WANT IT** QNX has the power and flexibility you need. Call for details and a demo disk.

**THE ONLY MULTI-USER, MULTI-TASKING, NETWORKING, REAL-TIME OPERATING SYSTEM FOR THE IBM PC, AT, PS/2, THE HP VECTRA, AND COMPATIBLES.**



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See Us At COMDEX FALL '90, November 14-16, 1990, Las Vegas, Nevada Booth #17044, Hilton Center

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